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**The Personnel System of
the United States Army**

Vol. II

THE PERSONNEL MANUAL

developed by the

**Committee on Classification of Personnel
in the Army**

**(subsequently The Classification Division,
Adjutant-General's Department)**

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УНАСБЛІ ОБОУНАТЪ

FOREWORD

THE personnel system of the United States Army, developed during 1917 and 1918, was an answer to the demand for a method of increasing the speed and efficiency of mobilization by utilizing to the best advantage the training, experience and other qualifications which recruits brought with them from civil life.

The system was planned and introduced largely through the efforts of the Committee on Classification of Personnel in the Army, a civilian body working under the jurisdiction of the Adjutant General of the Army. Later the organization was made an integral part of the military establishment. The history of the movement is told in a companion volume entitled "The Evolution of the Personnel System" (Volume I of "The Personnel System of the United States Army").

This book (Volume II of "The Personnel System of the United States Army") contains "The Personnel Manual." It gives detailed instructions for the actual operation of the personnel system as finally evolved and in use during the latter part of 1918.

Many of the Chapters have been previously published in loose leaf or pamphlet form and issued to personnel adjutants for guiding and standardizing their procedure. Some have passed through various revisions. The manual is the product of the experience of over a year and is issued in complete form as a series of helpful suggestions so that the Army may profit by them in peace as well as in any future emergency.

P. C. HARRIS,
The Adjutant General.



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CHAPTER I

THE SCOPE OF PERSONNEL WORK IN THE ARMY

All men are not alike. Each has his special abilities, and unless he is placed where he can use those abilities, he becomes relatively inefficient. A civil engineer, set at planning a new construction project, is infinitely more effective than if set at inspecting production methods in a shell factory. A carpenter set at carpentering is worth far more to his organization than if set at pipe fitting—just as the pipe fitter in turn is worth far more at pipe fitting than at carpentering.

In short, a skilled man assigned to work in which he is not skilled, becomes an unskilled man as far as results are concerned. His special ability is cancelled through improper placement. All the effort and time and money put into his training is negated instead of being converted into effective action.

ARMY PERSONNEL WORK

The civil engineer and the carpenter and the pipe fitter, mentioned above, furnish only a crude example, of course. In actual practice, personnel placement presents an infinity of variation and refinement. For instance, there are over six hundred different trades needed in the Army; there are many more positions requiring combinations of skill. There are millions of men to be analyzed and placed most effectively, men of every manner and kind and degree and combination of skill and ability.

Army personnel work therefore resolves itself largely into (a) determining the needs of all the Army units for men of different kinds; (b) determining the abilities of all the men in the Army, and (c) placing these men where each will contribute most to the strength of the Army by serving where he is himself most valuable. Unless he is placed where he can use his particular skill, his skill is wasted. The value of a man's skill in time of war, when multiplied by millions of men, cannot be estimated or reckoned. It is the difference between an efficient fighting force and an organized mob.

COMMITTEE ON CLASSIFICATION OF PERSONNEL

In 1914 England was forced to create an army overnight. There was no time to weigh the qualifications of men. What was needed were MEN, hundreds of thousands of them, to hold back the Germans with bare hands if necessary. England's best responded to Lord Kitchener's call. England's best, the professional men and the skilled tradesmen, fought in the trenches and gave their lives by the scores of thousands. Thus through sheer necessity, England sacrificed the skill which she needed so badly to carry on the war—a sacrifice justified by the nature of the crisis, but nevertheless staggering in its immensity.

When America entered the war, the Secretary of War determined that America should not, through heedlessness, make the sacrifice that England was forced to make through necessity. By his order, the Committee on Classification of Personnel in the Army was created on August 5, 1917, to install in the National Army a system to effect the proper placement of the millions of men entering the Army from civil life, and to supervise its operation. The committee comprised business psychologists, employment man-

agers and others who had specialized on the subject of personnel in industry. Associated with it were officers and industrial specialists who have acted as the Committee's representatives in the training camps. The history of the Committee and of the personnel organization built up by its efforts is related in Chapter II of this book.

OFFICERS AND ENLISTED MEN

There are two groups into which the men of the Army naturally group themselves: officers and enlisted men. The personnel work organized by the Committee applies to both. Similar effort is used to place an officer who is a construction engineer, a leader of men and a man of some especial kind of intelligence where he can use those gifts, as is used to place a soldier effectively, who in civil life, was a telegraph operator. The effectiveness of the Army depends upon the proper assignment of officers and soldiers alike.

In the case of both officers and enlisted men, qualification cards are used to record and make available the abilities and qualifications of the individual men. Each soldier's card is filled out for him by an expert interviewer after an analytical interview; sometimes his claims of skill are verified by a trade test which is positive in its findings. The methods of filling out the card are explained in Chapter V. The use of the cards in assigning men to units is explained in Chapter IX.

Each officer fills out his own card; afterwards it is vised by his superior who then and periodically thereafter, enters a "rating" of the officer according to the Scott rating scale which, by comparison with human standards, records the superior's judgment of the officer in five soldierly qualities—physical qualities, intelligence, leadership, personal qualities, and general value to the service. The officer's

card is filed at headquarters of the division or other organization in which he is serving. A duplicate is filed in The Adjutant General's Office, Washington; in the case of officers serving in Staff Corps and Departments, the duplicate is filed in the office of the Chief of the Staff Corps or Department. In the case of officers overseas, a triplicate is filed at the Central Records Office, A. E. F. The officer's qualification card is explained in Chapter XI. The rating scale is explained in Chapter XII.

THE ENLISTED MAN PROBLEM

Owing to the fact that the enlisted men far outnumber the commissioned officers and owing furthermore to the fact that it is necessary to train expert interviewers to analyze the enlisted men rather than to rely on the men themselves to do it, the greater part of the effort of the Committee has been devoted to the enlisted man problem. As stated above, the work of the Committee in this regard has resolved itself into three principal parts.

1. *The Analysis of Occupational Needs*

The Tables of Organization of the various units of the different branches of the Army have been studied with officers of experience and have been translated into terms of industrial skill. These translated tables are named "Tables of Occupational Needs" and are used in building up the Army units properly by assigning to them the skilled men needed for their effective operation. These Tables, together with the more inclusive "Personnel Specifications" which grew out of them, are explained in detail in Chapter VIII.

2. *Classification of Men*

Personnel offices have been installed in the Army camps

in the United States, corresponding roughly to the employing offices of industrial concerns. These offices are equipped with the proper buildings and facilities and are manned by officers and enlisted men who are trained for their duties in receiving the incoming recruits, interviewing them, obtaining the essential information about them and entering such information on self-indexing cards which are used in assigning them to units within the camp where they are needed. By the use of the self-indexing cards, men of any special qualifications are immediately revealed when wanted. The organization of the personnel offices is explained in detail in Chapter III, and the work incident to the receiving of recruits is explained in Chapter IV.

3. Distribution and Assignment of Men

A Central Office has been maintained at Washington, where are received periodically reports of the numbers of skilled men in the various camps. From these reports, running records of the skilled men in the various camps are maintained. When chemists or electricians or machinists are wanted, these records show at a glance where such specialists are most readily available. If automobile repairmen are needed to complete a unit of the Motor Transport Corps, these records may show, for instance, that there are 500 available at Camp Custer and six at Camp Lee. The men naturally will be ordered from Camp Custer. Over eleven hundred thousand men have been distributed on orders from this central office to fill the needs of Army units for men of specific kinds, notably skilled specialists. The distribution of occupational specialists is explained in Chapter VII.

In addition to these three principal parts of the Committee's work, other duties have devolved upon it. There

has been a continuous need for research work and for planning, as a means of bettering the methods and increasing the effectiveness of the system. The preparation of forms to take care of new aspects of the work has been a constant charge on the Committee. It has been necessary to keep in touch with all parts of the Army organization having to do with personnel.

TRADE TESTS

The various parts of the Committee's work are, in fact, so interrelated and so dependent upon each other that it is perhaps inexact to refer to any as the "principal" parts. There is the Trade Test program, for instance. Organically this is part of the Classification of Men, mentioned above. Trade Tests are actual tests which establish positively a person's degree of skill in a trade. The information regarding a man's trade skill obtained by trained interviewers in the personnel office is far more reliable than that obtainable otherwise. It is desirable, however, when men claim skill in certain trades, to establish their degree of skill beyond any possibility of question; this can be done in a few minutes by the Trade Tests. Tests for eighty-four army trades have been prepared by the Committee on Classification of Personnel in its Trade Test Division.

In three of the great industrial districts of the country the Trade Test Division has had the co-operation of manufacturers in the preparation and standardization of these tests. These tests, when prepared, are sent out to the personnel offices in the depot brigade camps and in four Staff Corps camps, where they are used in determining the exact degree of skill of men in certain trades. The Trade Tests are explained in detail in Chapter VI.

ARMY TRADES AND THEIR DEFINITIONS

The work of classifying and placing men properly in the Army has naturally required much work of a research nature before best results could be obtained. For instance, it was necessary at the outset to find out what kinds of men the Army needed. At first a crude list of some fifty classifications was used, but as time went on it was found necessary to subdivide these primary classifications into finer sub-classifications. Eventually this list took the form of the Index of Occupations in which are listed over seven hundred classifications of trades needed by the Army in its various branches.

Then the Committee faced the necessity of defining the meaning of each one of these trades. An index of seven hundred trades would be of little working value if the trades themselves were not clear in everyone's mind, or if different people had different ideas of what the trade terms meant. A commanding officer might call for a machinist and receive a man who was entirely unfamiliar with the particular work that he had in mind, for the reason that he and the officer furnishing the machinist had different ideas of what a machinist is.

It became necessary, in short, to create a uniform language, to write a dictionary in which each trade should be clearly defined so that misunderstanding should be impossible. Under the direction of the Committee, this dictionary has been written. It is called "Army Trade Specifications," and within its covers is given, for each trade needed by the Army, (a) the duties involved, (b) the qualifications a man must possess in order to be able to do the work, and (c) the substitute tradesmen who can best be summoned in an emergency if men of the trade

itself are not available. In all, 560 trades and professions are so described.

THE OFFICERS' RATING SCALE

The Officers' Rating Scale, referred to above, is an adaptation of the scale Col. Walter Dill Scott had previously introduced into industrial establishments for the measuring of the abilities and values of executives and workers. In the Army, in a modified form, it is used as a basis for selecting officers for promotion and for transfer and discharge.

It was first used in eight of the Officers' Training Schools (first series). Later it was used in all such schools. Then in General Orders 85, W. D., 1918, it was provided that all officers of the line and all officers of the Staff Corps should be rated according to the scale. Subsequently General Orders No. 210, of 1918, issued at G. H. Q., France, provided that all officers in the A. E. F. should similarly be rated according to the scale. See Chapter XII.

THE WAR SERVICE EXCHANGE

Early in the war, thousands of patriotic Americans wrote, or came, to Washington to offer their services in any capacity in which they could serve the Government most effectively. At first there was no clearing house through which all such applications could pass and be referred to the various Government departments needing men. Men coming to Washington made the rounds of the Government offices, trusting by this method to find the work for which they were fitted. Government departments were seeking individually for the men they wanted. There was no co-ordination in all this effort.

This co-ordination was secured through the creation of the War Service Exchange, which, as the problem was purely one of matching men and jobs, naturally fell under the direction of the Committee on Classification of Personnel in the Army. To the War Service Exchange requisitions for men were sent by the departments needing them. Here men seeking war work came on their arrival in Washington, and here were sent the letters from the thousands of men sending their applications by mail. An average of 1500 personal applications and 12,000 written applications were handled each month. Later when the Procurement Section of the Personnel Branch of the General Staff was organized, the War Service Exchange served also as its Washington agency.

RELATIONS OF PERSONNEL ORGANIZATION TO ARMY DEPARTMENTS

Adjutant General's Department

In addition to these specific activities, the Committee on Classification of Personnel has had the opportunity to be of valuable service to many departments of the Army in related ways. In connection with The Adjutant General's Department a study of paper work was made with especial reference to personnel work. The resulting suggestions were included in plans for the discontinuance of the muster roll and the establishment of regimental personnel offices on July 1, 1918. A study was made of Army statistics and of methods and forms of recording the strength of Army units; as a result there was established in the Adjutant General's Office a section where strength, color and location of all units are entered in the form of a daily ledger.

Provost Marshal General's Department

With reference to the Provost Marshal General, recommendations as to ways and means of classifying the registrants according to their industrial abilities were partially embodied in the questionnaire which was issued to all men of draft age. The questionnaire for the second draft was accompanied by a key sheet in which the trade names and symbols of the personnel system were adopted, thus making uniform the trade terminology of the Army. Copies of "Army Trade Specifications" and "Index of Occupations" were furnished, in addition, to each local board throughout the country.

Surgeon General's Office

Assistance was given to the Psychological Division of the Surgeon General's Office in devising and giving a series of general intelligence tests. For this work members and associates of the Committee were commissioned in the Surgeon General's Office. The intelligence ratings, determined through these tests, are entered on the men's qualification cards. These tests and their uses are described in Chapter X.

The Surgeon General's Office was assisted, too, in the upbuilding of the Development Battalions in which men who are physically, mentally or educationally below par are given such training as is necessary to fit them for military service. The personnel organization sees to it that these men are assigned only to work which they are capable of performing.

Committee on Education and Special Training

Close co-operation has been maintained with the Committee on Education and Special Training since its creation

on February 10, 1918. This is a military committee assisted by an advisory civilian board. Among the members of the latter were several who were formerly identified with the Committee on Classification of Personnel. The work of this committee has been to provide educational training that would fit men more completely for Army duties.

Until the fall of 1918 the activities of this special committee were almost entirely in the direction of vocational training in Trade Schools, but on June 28, 1918, it was charged with the supervision of military training in all colleges and institutions. Its functions were later enlarged to supervise detachments of the Students' Army Training Corps in over six hundred universities and colleges. The plans provided for voluntary enlistment of men between the ages of 18 and 21 who were draft liable and for their instruction in such institutions until they were required for active service.

At regular intervals groups of these men were admitted into the Officers' Training Schools, other groups into the Trade Schools and schools for non-commissioned officers; still other groups were to be sent to the depot brigades at the various camps for general military service. The task of devising methods for the proper selection of these men was intrusted to the Committee on Classification of Personnel in the Army. Training schools for the personnel officers were opened and the necessary personnel office was established in each detachment of the S. A. T. C. Attention is invited to Chapter XIII.

Other Phases of Personnel Work

The ultimate usefulness of the personnel system was in connection with the American Expeditionary Forces in France. Early in 1918, members of the Committee on

Classification of Personnel were sent abroad to study the situation and devise methods for bringing the work to the highest degree of efficiency in the field. Since that time the personnel organization has constantly been represented at Headquarters of the A. E. F. and has played an important part in the activities of assignment and replacement, both of officers and of men.

Last of all, the personnel organization has been entrusted with a large share in the task of demobilizing the Army. The machinery of the camp personnel officers formerly used for receiving the recruits has been turned into reverse and used for discharging the soldiers. In co-operation with the Department of Labor plans have been devised and put into operation for the reinfiltration of the soldiers into industry.

This brief sketch gives only a bird's-eye view of personnel work in the Army. Later chapters of the book, as indicated above, deal individually with the various operations involved in making effective the general plan of putting "the right man in the right place." They explain in detail the methods employed to utilize the man-power of America to the utmost by using each man where he is most capable, most effective, and consequently most valuable.

CHAPTER II

HISTORY OF THE PERSONNEL ORGANIZATION

APRIL TO AUGUST, 1917

The Formation of the Personnel Organization

The central organization in Washington which created and developed the personnel system in use during the present war was partly military and partly civilian. Plans were formulated mainly by the Committee on Classification of Personnel, a civilian body working in conjunction with military associates in The Adjutant General's Department, the General Staff, and certain of the Staff Corps. This body also supervised the installation of the methods in the field. The operations were carried out, for the most part, by Army officers.

The relationship which the civilian Committee bore to the Army during the first year of its existence may therefore be justly compared to that which a firm of accountants bears to a commercial establishment by which it is retained for continuous planning and counsel.

This form of organization was a logical result of conditions at the time mobilization was begun. The Regular Army officers were relatively few in number and the services of each one were demanded for a score of duties. Moreover, the personnel problems involved in mobilization were without military precedent. Our peace-time Army was, comparatively speaking, a small-scale enterprise, with leisure for recruiting and training men for military

duties. Our previous war-time armies had been much less complex in organization and had been gathered under conditions very different from those we now faced.

In this emergency, therefore, it was natural that the Army should enlist the help of personnel experts from commercial and industrial life, since only there had the scientific selection and placement of workers been conducted on a scale of comparable size.

Even in business houses the work was in a formative stage. One of the organizations that had done most to develop efficient personnel methods was the Bureau of Salesmanship Research of Carnegie Institute of Technology. Among the chief contributions of this Bureau was the devising of more efficient methods of selecting employes for various positions and promoting them. As early as April 10, 1917, it occurred to Dr. Walter Dill Scott and his associates in this Bureau that similar methods might be equally useful in the Army. They determined to investigate and find out what needed to be done and what could be done.

It was apparent that the selection of civilians for commissions was to be one of the most serious personnel problems confronting the Army. Accordingly, the rating scale worked out for selecting executives in business was adapted to the needs of the Army and submitted to military authorities for criticism and suggestions. The copy submitted to General H. P. McCain, The Adjutant General of the Army, was referred to Colonel Ladd, who was in charge of commissioned personnel. Colonel Ladd examined it and reported favorably upon it. Major Grenville Clark then co-operated with Dr. Scott in perfecting the scale and in securing the co-operation of Colonel Glasgow, senior instructor of the Officers' Train-

ing School at Fort Myer, Va. On July 12, 1917, the officers at Fort Myer voted to use the rating scale as the method of selecting candidates for commissions.

The reports of these tests and subsequent tests at Plattsburg and other officers' training camps were uniformly favorable. As a result, the rating scale was adopted as the method of selection in eight of the officers' training camps, first series, and all later series of camps.

This practical demonstration of what the psychologists could do to help in solving the problems of the Army gained the interest of the Secretary of War. He was assured that even more valuable work could be accomplished by a permanent organization which should study methods of selecting and placing men throughout the Army. After submitting the question to chiefs of various Staff Corps and Departments in the Army and receiving from them favorable reports, he authorized, by order of August 5, 1917, the organization of a committee which he named "The Committee on Classification of Personnel in the Army," under the jurisdiction of The Adjutant General of the Army.

The Committee as originally established consisted of the following twelve men:

Walter Dill Scott (Carnegie Institute of Technology), *Director*.

Edward L. Thorndike (Columbia University), *Chairman*.

Walter V. Bingham (Carnegie Institute of Technology), *Executive Secretary*.

James R. Angell (University of Chicago).

Robert C. Clothier (A. M. Collins Co., Philadelphia).

Raymond Dodge (Wesleyan University).

H. L. Gardner (Cheney Brothers, South Manchester, Conn.).

J. F. Shepard (University of Michigan).

Edward K. Strong, Jr. (George Peabody College for Teachers).

L. M. Terman (Leland Stanford University).

John B. Watson (Johns Hopkins University).

Robert M. Yerkes (University of Minnesota).

Original Program of Work

The Committee thus organized started work immediately on the study of personnel problems, both for commissioned officers and for enlisted men. They had the invaluable support and assistance of many experienced Army officers, notably Major General Henry P. McCain, then The Adjutant General of the Army; Colonels R. I. Rees and P. D. Lochridge of the General Staff; Major Jens Bugge and Major Grenville Clark of the Adjutant General's Department. In addition, they soon enlisted a number of civilian associates, specialists in various phases of personnel work.

The original program was to have the members of the Committee work in pairs on the various problems of selection and placement presented by the National Army and the different Staff Corps. This program was not rigidly adhered to, however, because problems of such magnitude soon arose that they demanded the attention of a large part of the Committee. On the other hand, the highly specialized work undertaken by some of the other members in connection with the Staff Corps soon isolated them, to some extent, from the Committee as a whole, though of course all were available for conference and planning in important matters.

Thus Dr. J. B. Watson was commissioned a Major in the Signal Corps and confined his attention to methods of selecting aviators. Drs. E. L. Thorndike and J. F. Shepard also worked in this field, but as civilians, and hence were able to give a considerable amount of their attention to other phases of the work. Dr. R. M. Yerkes was commissioned a Major in the Surgeon General's Office, where with Dr. L. M. Terman and others he concentrated on the devising and introducing of psychological tests to measure the intelligence of officers and men. Dr. Raymond Dodge introduced into the Navy a series of scientific tests for selecting gun pointers, and he continued to direct his efforts along these lines in the Navy.

Personnel Work with Selective Service Men

The National Army was originally assigned to Dr. James R. Angell and Mr. R. C. Clothier as their special charge, but it soon became apparent that this presented a problem paramount in size and importance to all the others. It is true that one of the chief functions of personnel work, that of selection, was already being performed by the Provost Marshal General operating through the draft boards in accordance with the Selective Service Act. But this selection was on the basis of maintaining American home life and essential industries; not on the basis of obtaining an efficient fighting force, except as this might be dependent upon the age and physical condition of the recruits. It did not insure the placement of these recruits in positions where their individual qualifications could be most completely utilized, and where they could be made effective parts of the fighting machine with a minimum of training.

A large part of the information needed for such placement had been called for and recorded in the draft questionnaires. Upon investigation, however, it was discovered that this information had not been made available to those organizing Army units, and there was no way whereby it could be made available in time for effective use. Consequently it was essential to find some means of classifying the recruits upon arrival at the camps, as a basis for their later assignment to Army duties requiring specialized trade ability.

Mr. Clothier and his associates therefore set to work immediately to devise the blanks necessary for recording the occupational and other qualifications of each National Army recruit. A 5x8 card was finally adopted. This was the first form of the Soldier's Qualification Card, which has been maintained, with some changes in detail, throughout mobilization, and has been used for classifying more than three million selective service men.

Some opposition to the introduction of the card arose through the natural disinclination to add to the number of forms required for each man, but as General McCain and other far-sighted officers realized how essential it was to swift and effective mobilization, it was authorized for use. Indeed, the necessity of the method was felt so strongly by Colonel P. D. Lochridge of the War College and Major Bugge of The Adjutant General's Department that when the Committee suggested that it be tried out first in four of the camps, they urged its use in the whole sixteen National Army cantonments from the very start.

A new obstacle was encountered in the lack of any body of trained officers to superintend the installation and operation of the classification system. Authorization was

secured for the assignment of a captain in each of the cantonments to have charge of the work, and for the appointment of an equal number of civilian employment experts to act as advisers. These sixteen civilian experts were to be asked to serve for a ten weeks' period so that the system could be put in smooth running order. Messrs. Clothier and Gardner undertook to secure them.

It was no easy matter to draw from overburdened industries sixteen men of the caliber wanted, but the importance of the task proved sufficient incentive for some of the leading employment managers to devote this period (and in most cases longer periods) to the service of the Army. To them great credit is due for earnest and patriotic work. The original sixteen personnel supervisors were as follows:

Civilian Supervisors and Camps in Which They Originally Installed Personnel Work

(Asterisk denotes those who served throughout the life of the work.)

Philip Brasher, Winchester Repeating Arms Co., New Haven; Camp Jackson, S. C.

William Clark,* International Harvester Co., Chicago; Camp Travis, Tex.

J. Walter Dietz, Western Electric Co., Chicago, Ill.; Camp Pike, Ark.

C. R. Dooley, Westinghouse Electric and Mfg. Co., Pittsburgh; Camp Sherman, Ohio.

N. F. Dougherty, Pennsylvania Railroad, Philadelphia; Camp Lee, Va.

Mark M. Jones, Thomas A. Edison, Inc., Orange, N. J.; Camp Upton, N. Y.

Robert B. King, Hyatt Roller Bearing Co., Newark, N. J.; Camp Meade, Md.

W. S. MacArthur,* Armour & Company, Chicago; Camp Custer, Mich.

R. H. Puffer,* Larkin Company, Buffalo; Camp Grant, Ill.

Philip J. Reilly,* Dennison Mfg. Co., Framingham, Mass.; Camp Devens, Mass.

Dr. William Alfred Sawyer, American Pulley Co.; Camp Dix, N. J.

J. E. Sheridan, Crane Co., Chicago; Camp Funston, Kansas.

Dr. Edward K. Strong, Jr.,* George Peabody College for Teachers, Nashville; Camp Taylor, Ky.

Arthur J. Turner,* Washington Water Power Co., Spokane; Camp Lewis, Wash.

Kendall Weisiger,* Southern Bell Telephone and Telegraph Co., Atlanta; Camp Gordon, Ga.

C. J. Whipple, Hibbard, Spencer, Bartlett Co., Chicago; Camp Dodge, Ia.

Introduction of Personnel System into National Army

About the time the first increments began to pour into the cantonments, the personnel offices were started and actual classifying was begun. In some instances the arrival of the personnel officer and his civilian expert adviser preceded by only a few hours the arrival of the recruits. In spite of the high pressure and haste which this fact indicates, the plan worked surprisingly well from the start. In most of the camps the occupational classification was immediately helpful to those in charge of the organization of divisions, by enabling them to place men according to their abilities so that they could function efficiently.

SEPTEMBER TO DECEMBER, 1917

Analysis of Army Needs

While the big task of classifying the recruits occupied the center of the stage during the fall of 1917, it did not entirely obscure other problems that the Committee had to face and solve. It was obvious that the possession of facts regarding the occupational skill of men could not be of greatest usefulness unless there was a corresponding knowledge of the exact requirements of the various Army positions—in other words, a thorough job analysis from the Army standpoint.

The Tables of Organization gave names of grades, but the specific duties of Army positions were not stated, and there was no common understanding of the trade skill and other qualifications required to fill them efficiently. Dr. W. V. Bingham began an analysis of the needs of infantry divisions for occupational specialists and thus started what later developed into a most extensive and important department of the personnel work.

Trade Specifications

At the same time it was found equally necessary to have a better definition of civilian trades and occupations, so that those classifying men might know exactly what skill and training each had, and its possible usefulness in the Army.

Mr. John J. Swan, consulting mechanical engineer, became associated with the Committee in November, and undertook this exhaustive survey of trades, as a result of which the comprehensive book, "Trade Specifications and Index of Professions and Trades in the Army," was published by the Committee and became the standard for the Army.

With this as a basis, condensed and convenient lists were prepared for the use of personnel offices, showing the main classifications of civilian trades of Army usefulness, with standard numerical symbols to designate each class and subdivision. These numerical symbols were used on the qualification cards, and the card of each drafted man of trade skill was tabbed according to his occupation and degree of skill.

During the early period of mobilization there was no way to determine a man's degree of skill except to take his own word for it—corrected in some cases by the judgment of the interviewer. This basis was ordinarily reliable enough, but it involved a certain percentage of error. That percentage was important enough and charged with sufficient possibility of injury to the Army to make it worth while to reduce it. This reduction was partially accomplished by an interviewing manual called "Aids to Interviewers," prepared by Mr. Max Watson, under the direction of Mr. Mark M. Jones, one of the original sixteen civilian employment experts associated with the Committee, and then Director of the Committee's Division of Trade Tests. Studies were made, however, to devise a more exact means, and these ultimately resulted in the system of Trade Tests which was adopted and which, under the direction of Mr. L. B. Hopkins and Dr. Beardsley Rumml, proved a complete success in the summer of 1918.

A beginning was made upon another study which later resulted in a saving of considerable time and money to the Government. This was an analysis of paper work, with a view to its possible simplification and reduction. It was undertaken by Mr. W. R. De Field, of Montgomery Ward & Company, who was brought in as an associate of the

FUNCTION

PROVOST MARSHAL

CLASSIFICATION OF
RESERVATIONS
James R. Angell

REDUCTION OF
W. R. De

DECEMBER 10, 1917

Committee about this time, and later became one of its members.

By the end of 1917 the work of the Committee covered a broad scope with many diversified but related phases. The nature of these and their connection with the military establishment may be seen on the accompanying chart (Fig. 1). This represents the organization as of December 10, 1917.

JANUARY TO AUGUST, 1918

Results of Analysis of Draft

As soon as the draft was well under way it became possible to analyze it and discover what kinds of men it provided and in what proportions. This study was illuminating in many ways, and out of it grew several new activities of the Committee.

In the first place, it revealed a scarcity of skilled men in some occupations of great Army usefulness. This meant that the deficiency had to be supplied from other sources, either procurement by induction or training. Both methods were adopted. The War Service Exchange was started early in January, 1918, with the object of placing men not draft-labile who offered their services to the Army. The Committee on Education and Special Training was likewise organized early in 1918 to conduct trade schools for training needed specialists.

Extension of Personnel System

The personnel system had worked so satisfactorily in the National Army divisions that it was extended to all camps where men were received, not only the National Guard and Regular Army camps and Staff Corps camps, but the smaller recruit depots as well. In the larger camps, especially, the personnel adjutants perfected their

organizations, and it was found expedient to have them take over a large part of the paper work formerly handled by the camp adjutant's office.

This increase in the size and importance of the field organization, together with the fact that the original personnel adjutants in the National Army cantonments had sailed overseas with their divisions, made it necessary to establish a source of supply for officers to take charge of the work. A training school was started in the spring of 1918, and the conduct of these training schools became one of the regular activities of the Committee. Eleven such schools were held between April and November.

In April, 1918, Colonel A. M. Ferguson, A.G.D., was appointed officer in charge of the administration of the personnel work. Inasmuch as the preparation of insurance and allotment papers was handled in the camps by the personnel adjutants, Colonel D. Y. Beckham, A.G.D., liaison officer in the War Department for the War Risk Bureau, worked in close co-operation with Colonel Ferguson. The methods devised by the Committee as a planning and consulting organization were put in operation mainly through these two officers.

Colonel Ferguson took the place held up to that time by Major Grenville Clark. The latter, while associated with the Committee on Classification of Personnel, had first seen the coming shortage of occupational specialists. Through his efforts constructive measures were inaugurated, resulting in the establishment of the Committee on Education and Special Training. To this work Major Clark now turned all his energies.

Many of the civilian experts had returned to their own positions or had turned to other forms of war activity after serving for the ten weeks' period for which they

volunteered. The others were retained as supervisors to help install the system in new camps and to help perfect its operation in old ones. Mr. Philip J. Reilly, one of the original sixteen, was made director of this supervision and a member of the Committee.

To facilitate the work of standardizing the system and securing its proper operation in camps not easily reached by the supervisors, the Personnel Manual was started by Dr. Strong. Chapters were prepared separately and sent out in loose leaf form when completed. This book contains the Manual as a whole in revised form and brought up to date (as of Nov. 11, 1918).

Progress in Methods

Some new problems were presented by the gradual exhaustion of the supply of men available for general military service in Class A-1 of the draft. Limited service men were called, and these had to be placed with regard to limitations of physique as well as to their trade skill. So far as possible, these men were used in domestic service positions so as to release men of general service qualifications for overseas duty. This involved a more extensive use of the central distributing bureau, which had been started earlier, to transfer occupational specialists from camps where they were found to organizations needing them. Other factors, such as the needs of Staff Corps, combined to increase the importance of this department so that by summer it was handling requisitions for thousands of men every day.

All during this period the rating scale had been gradually winning its way throughout the Army. Originally used only in the officers' training schools, in January, 1918, it was made obligatory for all line officers in divi-

sions in America. Many of the Staff Corps also adopted it. In May it was adopted for all officers in America, both in the line and in the Staff Corps and Departments. As it was found that results were better when officers were instructed properly in the methods of rating, the Committee sent out members and associates to many of the camps to present the rating scale and its use.

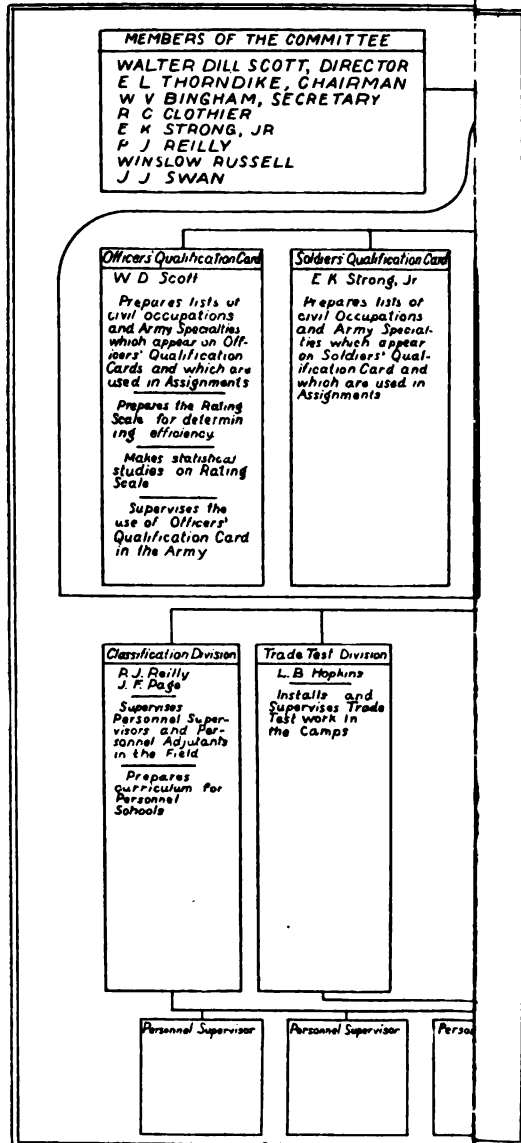
Many of the activities of the Committee which had been started in the latter part of 1917 did not reach their full fruition until the latter part of the summer of 1918. As was inevitable, difficulties here and there had been experienced, and these had to be corrected as rapidly as possible.

Most important of all, the system had to be followed overseas to find out its actual operation in the field and increase its usefulness wherever possible. Several members of the Committee went over to Great Britain and France for periods ranging from a few weeks to six months or more, and the results of their study were most gratifying.

The number of personnel officers had by August, 1918, grown so large that it was impossible to keep in touch with all of them by the relatively infrequent visits of supervisors. A system of daily (later weekly) letters was used with some success, but was found inadequate to convey all the information personnel officers wanted and needed. A weekly magazine called "Personnel" was therefore established and mailed regularly to personnel adjutants and also to others interested in the operation of the personnel system.

Changes in Organization

August, 1918, marked the close of the first year of the



Committee's work. At that time, as will be seen from an examination of the Organization Chart (Fig. 2), their functions had become more closely knit and clearly defined than they were in December, 1917. Some changes in the constituency of the Committee had occurred. Of the original members, H. L. Gardner, J. F. Shepard and L. M. Terman had resigned. So likewise had W. R. De Field, a later addition, having finished his study of paper work, as a result of which certain reductions had been made in the amount of such work required in the camps.

Other members had become inactive because of their concentration on special phases of war activity, some of which were the outgrowth of the Committee's original plans.

The following had been added to the membership:

P. J. Reilly (Dennison Mfg. Co.), in charge of field supervision.

Winslow Russell (Phoenix Mutual Life Insurance Co.), in charge of the War Service Exchange.

J. J. Swan (Consulting M. E., New York), in charge of Trade Specifications.

Wm. Browne Hale (attorney, Chicago), in charge of the Central Distributing Office, Personnel Division.

J. J. Coss (Columbia University), in charge of miscellaneous plans.

Associates added during this period included:

C. F. Axelson, Northwestern Mutual Life Insurance Co.

R. T. Bickell, Lybrand, Ross Bros. & Montgomery.

John C. Burg, Methodist Church Board of Education.

A. E. Dodd, Retail Research Association.

L. B. Hopkins, General Electric Co.

G. B. Hotchkiss, New York University.

C. W. Jones, Erwin & Wasey Co.

A. U. Pope, University of California.

A. C. Robinson III, Sewickley, Penna.

Beardsley Ruml, Carnegie Institute of Technology.

Hathaway Watson, James L. Martin & Co.

Kendall Weisiger, Southern Bell Tel. and Tel. Co.

S. E. Wright, William Filene Bros. Co.

The entire working force of the Committee on Classification of Personnel, including those in the Trade Test Division at Newark and those in the field, numbered about one hundred and seventy-five persons in August, 1918, exclusive of commissioned officers and enlisted men.

SEPTEMBER TO DECEMBER, 1918

Transfer to General Staff

In September, 1918, the tendency toward centralization of control, which is always present in great organizations like that of the Army, began to make itself felt with reference to the personnel system. Many of the Staff Corps had been conducting their personnel work independently, particularly in the case of commissioned officers. In the case of enlisted men secured through the draft, centralized control had already been exercised by The Adjutant General's Office, with the Committee on Classification of Personnel as its aid and adviser. To make that centralized control operative more largely it was now found expedient to transfer the Committee on Classification of Personnel to the jurisdiction of the Personnel Branch of the Operations Division, General Staff, which was given control of all personnel work, including that of procurement of commissioned officers.

Added reason for the transfer was to be found in the fact that certain parts of the personnel work, notably that of the central distributing office, were directly asso-

ciated with and controlled by the Operations Division, General Staff. Moreover, it was recognized that the work of the Committee was constructive rather than purely administrative, and hence was logically a function of the General Staff.

Militarization of Committee

As an almost immediate result of this transfer, it was decided to make the Committee an integral part of the military organization rather than continue it as a civilian advisory board. Among the obvious advantages of this change was the possibility of a closer union between the formulation of methods and their actual operation in the field. All the members of the Committee and the associates and supervisors occupying responsible positions were therefore to be commissioned.

This process was begun, and on November 6, 1918, seven members of the Committee received their commissions. The remainder were to follow shortly. As it happened, however, the process was never completed because the signing of the armistice on November 11 put an end to all commissioning.

The organization had meantime been readjusted. The Committee and the majority of the associates constituted the Miscellaneous Section, Personnel Branch, Operations Division, General Staff, with Col. A. M. Ferguson in charge. The Organization Chart of November 8, 1918 (Fig. 3) shows the division of functions.

After the armistice was signed, the section was transferred back to The Adjutant General's Department with such functions as remained when mobilization was no longer in progress, and became the Classification Division of that department. On November 14, this personnel

organization was charged with the field operation of demobilization. One important new feature introduced at this time was the arrangement whereby representatives of the United States Employment Service of the Department of Labor were given a place in the camps and were furnished information regarding the qualifications of the soldiers as a basis for their re-employment in industry. Thus the personnel machinery and information which had been effectively employed in mobilizing the forces found a utility also in returning the victorious soldiers to their homes.

CHAPTER III

THE ORGANIZATION OF THE PERSONNEL OFFICE

The chief agencies for the operation of the personnel system in the field are the personnel offices which form a part of the headquarters organization of each camp, division and regiment. Their size and the scope of their activities depend upon the kind of organization to which they belong. The largest personnel offices are found in camps with depot brigades; the next largest in camps without depot brigades but with infantry or replacement organizations. In various Staff Corps and Department camps are personnel offices with generally one or two officers and a few enlisted men. The divisional and regimental personnel offices are also small.

As the functions of the different kinds of personnel offices vary, it will be necessary to deal with them separately. First of all will be considered the organization of the personnel office in a camp with a depot brigade, as here all activities of a personnel force are to be found. Later sections of this chapter will deal with the other types of personnel offices, and with the supervisory agencies which co-ordinate them all.

THE GENERAL PLAN

In a general way the activities of the personnel offices may be likened to those of the various parts of a system for producing and marketing merchandise.

The camp personnel officers are the producers, in that

they receive civilian raw material from the draft and transform it into soldier material. They also sort it or classify it according to kind and quality. They may distribute it at once on advance orders, or hold it in their warehouses (the depot brigade) pending the receipt of requisitions for all or parts of it.

The personnel officers of Divisions and Staff Corps or Departments are the wholesalers in that they requisition and receive soldiers in mass and turn them over to others to distribute to their exact assignments.

The personnel officers of regiments, posts, fields, etc., are the retailers in that they clear their needs through their respective division or Staff Corps personnel officers, and after securing their supply of men place it with the company or equivalent commander, who is the real personnel consumer.

To carry the analogy further, the central distributing office at Washington may be considered the marketplace or exchange where reports are received of the supply of men available of the different kinds and these supplies are matched against the demand as shown in the form of requisitions; on the basis of these facts, orders are issued for the distribution of the available supply to the various wholesalers and retailers whose needs are most urgent.

In actual practice, of course, the operation of this system, like that of a commercial enterprise, is not so clear-cut as the above description implies. For reasons that will be stated later, the division and Staff Corps personnel offices sometimes act as producers, as well as wholesalers and retailers; even more frequently does the camp personnel office become a wholesaler, as well as a producer. However, the functions of producing, wholesaling and re-

ORGANIZATION OF PERSONNEL OFFICE 33

tailing are all present in the personnel system, wherever they may be carried on. For this reason the organization of the personnel office has departments surprisingly like those of a commercial establishment handling merchandise.

THE CAMP PERSONNEL OFFICE

The camp personnel office consists of a force of nine commissioned officers and 240 enlisted men, about half of whom are non-commissioned officers. It supervises all of the work connected with the transformation of civilians into soldiers, excepting the physical examination and issue of clothing, which is done under the direct authority of the camp surgeon and camp quartermaster. The office is organized into twelve sections, each of which has fairly distinct duties:

- | | |
|---------------------------|----------------|
| 1. Receiving | 7. Mustering |
| 2. Interviewing | 8. Accounting |
| 3. Oral Trade Test | 9. Information |
| 4. Performance Trade Test | 10. Assembling |
| 5. Assignment | 11. Discharge |
| 6. Insurance | 12. Shipping |

The work carried on by sections 5, 8 and 9 usually takes place at the Camp Headquarters building. On the basis of the authorization for a Recruit Receiving Building, which was rescinded after the armistice was signed, the work of the other nine sections would also have been done at that building. This building would have been located preferably in or near the Depot Brigade area, and also close to the railroad station and if possible near the Base Hospital. Such a connection would add greatly to the convenience of handling men as they came into and were transferred out of the Depot Brigade and of transfer of men to hospitals.

The functions of each of the twelve sections are briefly described below. Detailed instructions for the proper handling of each important part of the work in so far as it relates to proper placement of the men are given in later chapters of this Manual.

1. The Receiving Section

The Receiving Section receives the men as they arrive at camp, checks them against their local board papers, paying particular attention to correction of the spelling of their names, prepares lists of the men received, and distributes the men on the basis of camp orders to their temporary quarters.

2. The Interviewing Section

The Interviewing Section secures the facts about each soldier's occupational qualifications and other data necessary for his classification by interviewing him as he enters the receiving station and while he is yet in his civilian clothes. The interviewers, trained in the methods outlined in Chapter V. of this Manual, and using as a handbook the "Index of Occupations," and as a reference book the "Trade Specifications," fill out the soldiers' qualification cards containing the data secured by the interviews.

3. The Oral Trade Test Section

The Oral Trade Test Section, using as a basis the information on the qualification card, proceeds to give oral and picture trade tests on any occupations of army usefulness claimed by the soldier. The purpose is to determine whether he has ability at all in these occupations, and, if so, whether he grades as expert, journeyman, or apprentice. The results of these tests are recorded in the proper place on the qualification card.

4. The Performance Trade Test Section

The Performance Trade Test Section handles the giving of performance tests in trades for which such tests are required. In most instances these performance tests are given only to soldiers who have passed an oral trade test in this specialty. The performance tests are usually carried on in a separate building; a few of them, such as the truck drivers test, are given outdoors in a special area laid out for the purpose.

5. The Assignment Section

The Assignment Section is charged with the classification and tabbing of qualification cards after they have been prepared by the Interviewing Section and have passed through the hands of the Trade Test Section. Here the data from the Performance Trade Test Section is entered upon the qualification cards.

The chief function of the section, however, is to properly place men in terms of their qualifications. This is done by carefully selecting men of the qualifications called for on requisitions from organization commanders within the camp or on War Department requisitions. This section also prepares weekly occupational reports to Washington of all men received and classified, and of all men transferred out of the Depot Brigade, in the manner explained in Chapter VII.

6. The Insurance Section

The Insurance Section is charged with explaining to all men the Government's war risk insurance plan, and of preparing all applications for insurance and allotments.

7. The Mustering Section

The Mustering Section prepares the soldier's service record and his enlistment and assignment card, and as-

signs him to his unit in the Depot Brigade. Here, also, is prepared the information card used in the Information Section.

8. *The Accounting Section*

The Accounting Section keeps an accurate record of all men received from each Local Board and disposes of them according to whether they are accepted or rejected, and in either event so notifies both the Local Board and the Provost Marshal General on forms provided for the purpose. This section also carries on such correspondence as is necessary with the Local Boards and the Adjutant Generals of the various states concerning incomplete or irregular records of the men received from them.

9. *The Information Section*

The Information Section handles the information file, made up of 3x5 locator cards bearing the name and camp location of each man. These cards are prepared by the Mustering Section, and are kept up to date from the daily change orders. This file serves as the official directory of all officers and men in camp, and facilitates the giving out of information to the public about the location of men in camp asked for in person, over the telephone, or by letter. To this section come telegrams for proper addresses, and letters from the post-office on which there is insufficient address.

On account of the important duties of this section, it must be so organized that it can be quickly expanded to render instant and reliable information service in connection with any emergency that may arise in the camp; for example, a fatal epidemic, fire, explosion, or the like. At such times inquiries in large numbers pour into the camp regarding the safety and whereabouts of various men,

and these inquiries must be promptly and accurately answered.

10. *The Assembling Section*

The Assembling Section receives all the papers of the soldier, checks them to see that they are all present and properly prepared. Special care is taken to see that the spelling of the soldier's name is identical on all his papers. This having been done, the Army Serial Number is then stamped on all the papers, and the number, together with the name of the man to which it is assigned, is entered for reference in a serial number book.

11. *The Discharge Section*

The Discharge Section handles all rejected men and completes their papers preparatory to their being paid off and discharged.

12. *The Shipping Section*

The Shipping Section receives from the Assignment Section copies of camp orders transferring men out of the Depot Brigade either into other camp organizations or to other camps. It makes arrangements with the transportation office for transportation in the latter case. As the men leave the Depot Brigade they pass through the Shipping Section and all their papers are checked to see that they are present and properly made out. The papers are then handed to the officer in charge, special attention being paid to the fact that the qualification cards are included among them.

The Physical Examination, Clothing and Equipping

The physical examination, clothing and equipping of the men as they pass through the station are cared for by the camp medical officer and the camp quartermaster,

respectively, but it devolves upon the camp personnel officer to co-ordinate their work with that of his own to the end that the entire machinery of receiving men into camp may function smoothly and successively.

The Disposition of the Force of the Camp Personnel Officer

The disposition of the force of the camp personnel officer over all these activities will vary slightly according to local conditions and to the ability and training of the force. The average of the practice in vogue at seven representative camps is as follows:

Section	Officers	Men
Personnel Office....	2	10
Accounting	..	8
Information	..	12
Assignment	1	20
Insurance	1	40
Receiving	1	15
Interviewing	1	45
Oral Trade Test...	1	16
Performance T. T.	1	24
Mustering	1	30
Assembling	..	10
Discharge	..	10
Total.....	9	240

The force allotted to the personnel office is over and above that described in the various sections and carries on the overhead work for the entire organization.

The Shipping Section force is usually recruited from the Mustering, Interviewing and Assignment Sections, since the peak load on this section usually follows after

the influx of receiving has tapered off. Should the draft, however, be so regulated that it goes continually into the camp, instead of in large periodical increments, it would be necessary to readjust the forces and provide for the continuous operation of a shipping section.

The floor space required to carry on the work amounts to 30,000 square feet disposed of throughout a two-story building designed and used exclusively as a Recruit Receiving Building. The plans of this building are covered by drawings of the Construction Division of the Army, Job 260, Plan 448, dated November 12, 1918. Its output with the authorized force of nine officers and 240 enlisted men is 1,500 soldiers per eight-hour day. In emergency this output can be increased by augmenting the force and lengthening the day, but experience has dictated that it is far preferable to work at or under the normal capacity than over it. The tendency to skimp the work when pressure for greater output is put on develops particularly in the important work of physical examinations. The capacity of this part of the organization is not capable of ready expansion because of the specialized ability required of the examiners. The floor plans for this building are shown in Figs. 4 and 5.

In Staff Corps Camps

In Staff Corps camps, where men are received directly from the draft, in addition to being transferred from depot brigades, the organization and methods of the camp personnel office must be established in the same fashion as described for depot brigade camps. The working force for the personnel office would be contracted proportionately throughout the organization, should the inflow of men per day be less than fifteen hundred.

In Recruit Depots

In recruit depots, such as are operated at Army posts, barracks, coast defense stations and the like, the same procedure in much reduced form is necessarily established, but for a very much smaller daily influx.

In Units of the S. A. T. C.

In units of the S. A. T. C. the same processes are followed out at the original conversion of the student body to a military establishment, and for such additional men as are received from time to time to fill up the units of the corps as they are depleted by transfer to officers' training camps or to other organizations.

THE DIVISION PERSONNEL OFFICE

For each Division there is a division personnel officer, two commissioned assistants and eight enlisted men attached to the Division Headquarters, the personnel officer reporting to the division adjutant.

The duties of this force are:

- (1) To receive the personnel for the Division from the Depot Brigade and other sources, to review the qualification cards of the men so received and to distribute the men to the various units of the division according to the methods described in Chapter IX. of this Manual.
- (2) To maintain the files of soldiers' qualification cards.
- (3) To make from time to time surveys of the needs of the division for personnel and take steps to secure it.
- (4) To maintain accurate statistics as to the daily strength of the division.

(5) To maintain the information record of the division when it removes from the camp of origin. (Up to this time the information cards of the division are kept with those of the entire camp for the obvious convenience of having one central source of information on every man in camp.)

(6) To prepare requisitions for personnel to make up for casualties.

The Division Personnel Officer

The division personnel officer has very much the same relation to his division as does the employment manager to his organization. He must establish his office in the minds of all the officers in the camp to the end that it will be instinctively looked to as the place to go with personnel problems and the place where assistance and advice will be readily obtainable and of a constructive character.

Just as in industry, it is necessary in the Army to "sell" personnel service to those who must use it. Even though executive orders cover its use, there is always a tendency to suspect and avoid the routine until the unquestioned value of the service is finally established in the minds of its users. This can be done only through demonstration of the effectiveness of the work and through co-operative relations established between the division personnel officer and all the officers in camp, particularly the regimental personnel officers who look to him for guidance and support.

THE REGIMENTAL PERSONNEL OFFICE

For each regiment or equivalent unit there is a regimental personnel officer reporting to the commanding officer of the regiment or equivalent unit. Three enlisted men are assigned to him as assistants. The duties of his

office are twofold. Primarily it is established to centralize the payroll and paper work of the regiment. Secondly it is responsible for utilizing to best advantage the personnel in the regiment, for anticipating needs, for making readjustments and for generally acting for the regimental commander on all matters pertaining to personnel. The regimental personnel officer may make himself invaluable to his unit, where his opportunities for rendering personnel service are distinctly superior to those of the more remote division personnel officer because of his close contact with the officers of the regiment.

STAFF CORPS PERSONNEL OFFICES

Receiving Men from the Draft

The personnel office of a Staff Corps camp, as has been suggested, is similar to a divisional personnel office. It frequently happens, however, that it combines in one the functions of the camp, divisional and regimental offices. This condition is found when the camp receives men directly from the draft and then distributes them to the various organizations within the camp.

This departure from the ideal plan of receiving and classifying all drafted men at one of the camps set up with a depot brigade and a camp personnel organization was brought about by the necessity of speed in building the Army. The Staff Corps camps, coast artillery posts, etc., frequently needed men for the immediate formation of units and were unable to secure them rapidly enough in the usual manner because of the limited capacity of the larger camps. Hence, as they had housing and other facilities for taking care of the men they needed, a supply was sent direct from the draft.

A natural result was that even though the number of

men received in this way might be adequate, there were not always enough of the particular occupational specialists needed for building the units in question. On the other hand, there were often rare specialists not necessary to the success of these organizations, but highly valuable to other organizations.

Distribution of Specialists

To meet this situation, at least as far as concerned those rare specialists not needed, arrangements were made between the central distributing office and the Staff Corps in question to screen out from certain drafts those rare specialists not particularly needed by the corps receiving them and to set them aside and report them to the central office for disposition on requisition to corps or arms badly needing them.

To make up deficiencies, especially in needed occupational specialists, they made requisition on the central distributing office. In some instances they also established schools of their own to develop unclassified men into skilled and partly skilled specialists.

Internal Transfers

As a further help in carrying out the plan of efficient placement, certain of the Staff Corps developed a complete miniature of the entire personnel system with a central distributing office of their own at Washington. Here the Staff Corps personnel officer receives weekly reports by occupations of all the men received in all the camps operated by that particular corps. These reports indicate men properly placed in established units, as distinguished from men who are unassigned and men who are assigned but improperly placed or not needed and therefore available for transfer.

Knowing these supply conditions, and knowing also the needs of the various units and their priority, the Staff Corps personnel officer can move men within his own corps from one station to another where they are more urgently needed. This is a matter of internal transfer and is entirely within his own control; therefore he uses this method to supply his needs, so far as practicable, before calling on the central distributing office to make up deficiencies. The procedure becomes more important as the demand for specialists increases and the supply correspondingly decreases.

Following out this policy, an interchange of men between corps was the next logical step in the use to best advantage of certain rare specialists present in corps which have no particular need for them by occupation. Hence, there was planned and about to be made effective an organization of personnel officers representing all the Staff Corps who were to meet weekly for the purpose of exhibiting their personnel needs for the future and their inability to meet them within their own organizations, and making known their deficits to one another with the possibility of an interchange between corps to mutual advantage. These plans were not carried out because of the signing of the armistice on November 11, 1918.

SUPERVISION OF PERSONNEL OFFICES

The operations of the personnel offices are carried on under the supervision of the Committee on Classification of Personnel. Among the chief purposes of this supervision are the following:

1. To see that the broad plans for the best utilization of Army personnel are put into effect;

2. To perfect the methods of interviewing, testing and classifying men coming into the Army;

3. To establish and carry on training for men and officers engaged in personnel work, and to discover and develop personnel officer material;

4. To standardize and co-ordinate the work of all personnel offices;

5. To clear ideas originating in the field and to put into general use such of them as are practicable;

6. To conduct the central distributing office, where personnel supply and demand are brought together;

7. To inspect the work of personnel offices.

In carrying out these purposes the Committee uses several agencies. Most important of these is the force of field supervisors which visits the camps periodically to assist the personnel officers in solving their problems and to show them ways of increasing the effectiveness of their work. Each of these supervisors has a zone of territory to cover and attempts to visit each camp in it at least three or four times a year.

Communications, printed and written, are used to keep in constant touch with the personnel offices. The Personnel Manual (here published in its entirety) was issued chapter by chapter, in loose leaf or pamphlet form, and sent to all offices to serve as a basis for standard practice in the different operations of personnel work. Daily letters were also sent out for a time and were later replaced by a magazine, "Personnel," which contained instructions and suggestions for increasing the efficiency of the offices.

A further means, though an indirect one, of supervising the work, consists in the selection and training of the commissioned officers and men who have charge of the operation of the personnel offices.

The final supervision of the efficiency with which personnel work has been done consists in an inspection of the finished units at the ports just before their embarkation for overseas duty. This inspection is likely to reveal any shortcomings or any carelessness in placement of men, as well as any deficiencies or mistakes in their papers.

PERSONNEL FORCES

The men who make up the working force of the personnel office are selected by the qualification cards from the run of the men coming in through the draft, and after careful interview are schooled and put into the work. Those few that show no progress in the work revert to the Depot Brigade, while the more successful have opportunities for promotions up to the highest ranking non-commissioned officers.

From the best of the non-commissioned officers selections are made for the school for personnel officers, the graduates of which serve as a source of supply for trained men to be commissioned as needed for responsible personnel work. Limited service men are given preference throughout, that general service men may be freed for more active service. Experience has shown that men conforming to the following general specifications do well as personnel officers:

Appearance—Sufficiently good to impress superiors, and to command the attention and respect of subordinates.

Personality—Sufficiently forceful, tactful and kindly to insure the fullest measure of co-operation from superiors as well as from subordinates.

Physically—Strong enough to withstand the wear of long hours and tedious work.

-

Interest—A sincere preference for personnel work.

Intelligence—Keenly alert and resourceful. High school education or better, "B" intelligence or better.

Previous Experience—Of such a character as will make for attention to detail, ability to give instruction, and, above all, ability to organize and properly direct the efforts of subordinates.

In making selections to conform to this specification the following attributes are particularly demanded:

Physical

Impressive general appearance

Energy (punch)

Intelligence

Alertness

Accuracy

Intelligence Rating, A or B

Leadership

Self-reliance

Initiative

Decisiveness

Tact

Ability to direct

Kindliness

Personal Qualities

Ability to co-operate

Unselfishness

Likeableness

Readiness to shoulder responsibility

Value to Personnel Service

Ability to deal with commanding officers

Industriousness

Good judgment

Ability to plan

Ability to teach
Ability to organize
Ability to work with details
Ability to judge ability
Knowledge of personnel work

Schooling of personnel forces is fundamental to the success of personnel work. Most personnel offices carry on continuous personnel schools within their own organizations, both to train the new men and to keep up the interest of the older ones, and also to serve as a medium of imparting recent information about the work and afford opportunity for giving corrective information on parts of the work that are not up to the standard of the office. Particularly is this schooling important to the interviewers and the classifiers and trade test men, as it has the advantage of bringing them together for interchange of ideas and experiences, and this results in a better understanding and a better co-ordination of the work.

RELATIONS WITH OTHER FORCES

Intimately connected with the work of the personnel officer but not coming under his jurisdiction is the work of the psychological examiner, which is carried on during the reception of men into camp and in a building apart from the Recruit Receiving Station. His findings are often of great value in the making of assignments.

The intelligence officer should also receive the closest co-operation and hearty support of the entire personnel force to the end that any and all information of any nature pertaining to the possibility of disloyalty of any soldier, gathered during his reception into camp, should be promptly and definitely communicated to the Intelligence Office.

The personnel officer should pay special attention to the Development Battalion, if one is established in his camp, and give its officers every possible co-operation. To revert to the industrial analogy, the Development Battalion is the repair shop or salvaging department of the personnel system. To it are sent such human material as is damaged or below standard for general service, there to be fitted for whatever work it is capable of performing. Great care is necessary to insure that these below-standard men shall be assigned to positions that are up to but not beyond the limit of their physical or mental capacities. Only by close co-operation with the officers of the Medical Department can best results be secured in the placement of these men.

CHAPTER IV

RECEIVING SELECTIVE SERVICE MEN AT CAMPS

The plan herein outlined is based on the best practice which has developed in the various camps in the country. The Recruit Examination Building authorized for each of the sixteen cantonments was designed to fit the plan (for floor plans of this building see Figs. 4 and 5).^{*} At camps and recruit depots where there is no such building, local conditions and circumstances may make it necessary to make changes in the plan, but so far as possible the work should be accomplished in conformity to this plan.

According to the plan, it is expected that within two or three days of their arrival, all men excepting the very few held for observation at the hospital will have been properly examined, and either accepted or rejected; that their records will have been made out; that they will have been classified and a report of such classification mailed to The Adjutant General of the Army.

DIVISION OF WORK AMONG OFFICERS IN THE CAMP

The Camp Personnel Adjutant

The camp personnel adjutant is responsible for the proper co-ordination and functioning of the work of all officers having to do with receiving men. In addition he is

^{*}Construction of a Recruit Examination Building was authorized for sixteen depot brigade camps, but later rescinded, because of the signing of the armistice. See plans in Construction Division, War Department, Job No. 620, Plan No. 488, dated Nov. 12, 1918.

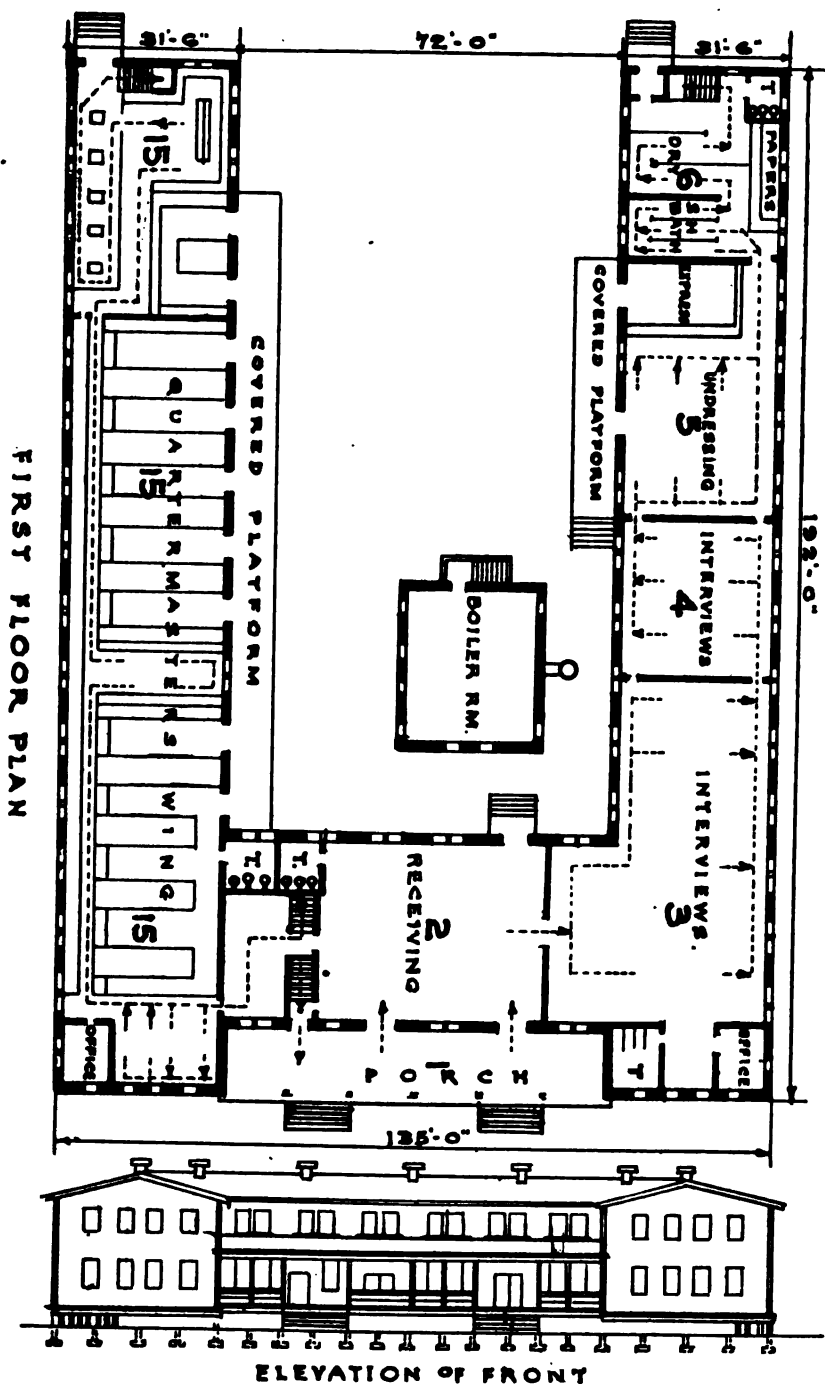
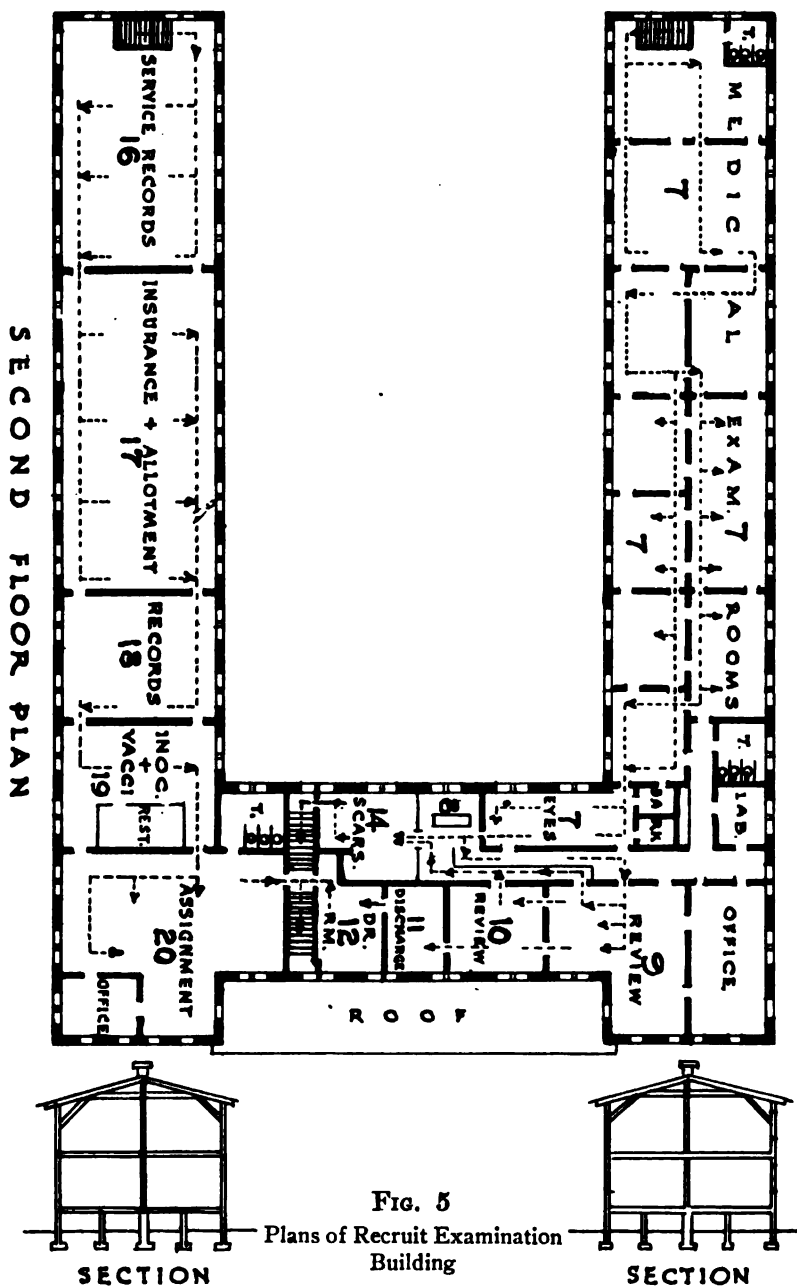


FIG. 4
Plans of Recruit Examination Building



specifically charged with the task of interviewing and trade testing selective service men, making out their qualification cards, reporting their occupational analysis to the War Department and effecting their assignment and transfer. He is also responsible for all "records and correspondence relating to induction of selective service men," which covers the handling of P.M.G.O. forms from the local boards, the preparation of the Enlistment and Assignment Card (22-2 A.G.O.) and the starting of the Service Record (29 A.G.O.). He also makes out and maintains a file of locator cards for all men, and prepares their insurance and allotment forms. He is further charged with the "supervision of the company records of the soldiers, and particularly the checking of all records of troops when transferred out of the unit."

The functions and organization of the camp personnel office have been described in Chapter III. Before entering upon a detailed explanation of the operations of the various sections with reference to the receiving of selective service men, it may be helpful to survey briefly the functions of other officers who work in co-operation with the camp personnel adjutant in this process.

The Camp Surgeon

The camp surgeon is charged with the physical examination of all men and the determination of whether they are fit for overseas duty, limited service, or rejection and discharge.

The Development Battalion Clearing Board

The development battalion clearing board will pass upon all limited service men and all others referred to it by the camp surgeon and determine their classification and assignment either to the depot brigade or the development battalion.

The Depot Brigade Quartermaster

The depot brigade quartermaster will issue clothing and bedding directly to the selective service men in the Recruit Examination Building.

The Psychological Examiner

The psychological examiner will conduct the psychological intelligence tests and furnish the camp personnel adjutant, the company commander and camp surgeon with copies of the ratings.

The Commanding Officer of the Depot Brigade

The commanding officer of the depot brigade is charged with "the clothing, equipping, subsisting and sheltering of all men newly inducted into the military service." In the temporary attachment to companies of selective service men arriving in groups from local boards, care should be exercised to keep such groups together as far as possible. In order to lessen the extent of possible quarantine due to the appearance of an infectious disease among the new men, they should be kept separate from others when feasible; and, if possible, they should be kept in small groups.

All selective service men "will be assigned to depot brigades." The preparation of all initial records is under the direction of camp headquarters instead of depot brigade headquarters. The latter is charged with the duties outlined in the preceding paragraph. "Enlisted men will be transferred from the depot brigade by War Department orders only."

RECEIVING SECTION***Records of Drafted Men from Local Boards***

On leaving the local board, each board's unit of men will

be under a leader designated by the board, who will be responsible for the following records:

Form 1, registration card for each man.

Form 1010, P.M.G.O., physical examination report for each man.

Form 1029 A and B, P.M.G.O., double postal card for each man.

Form 1029, P.M.G.O., a list of the men entrained by the board.

Form 1050, P.M.G.O., family status report.

In addition, the local boards will forward by mail a second copy of Forms 1029 and 1010.

Meeting the Men

Upon receipt of information from the War Department as to the number of men to be received from the various boards and the date of entrainment, the commanding officer should send officers to meet the drafted men at the local boards. These officers will have charge of the men and their local board papers. They should fasten together the papers for each man with a paper clip and then arrange all sets of papers from each local board in alphabetical order. (If it is not convenient to send officers to meet the men at their local boards, they should meet the trains sufficiently far away from camp to have time to handle the papers as described above.)

Checking Draft Board Papers

Upon arrival at camp, the selective service men will be marched to the Receiving Section. (It is contemplated that the Receiving Section will not be located in the Recruit Examination Building, but in some building conveniently

near the railroad depot.) There the men will be arranged in alphabetical order so that they will proceed through the Receiving Section in the same order in which their papers have been arranged.

The papers for one local board at a time will be turned over to a receiving clerk, who stands by a table. The men, in single file, will approach this clerk, who will call out each man's name. As the man responds the clerk will hand the man his papers and direct him to a P.M.G.O. checking clerk seated at a table, who will ascertain if the names recorded on the forms are identical. If not, he will correct them to agree with the man's statement of the proper spelling. Incorrect names will be crossed out on all forms and the correct name printed in immediately above. The officer authorizing such alterations must initial them. The men will be instructed always to sign their names as confirmed on these papers.

When the name has been checked in this way, the clerk will write the man's name on a temporary identification tag (which may or may not be used as conditions require), and hand the tag to the man, the tag having previously been headed as to local board and temporary quarters. It is not necessary to place on this tag the routing of the man with places to be checked by the different sections as the man is passed through them. All that is necessary is to record the man's name, organization to which he is attached, and local board from which he came. The tag should be equipped with a string or tape already knotted and long enough to permit of its being placed about the man's neck. An orderly will see that this is done.

Selective service men who are sent directly from the train to the post hospital will be supplied with temporary identification tags and the officer in charge of the Receiv-

ing Section will obtain receipts for such men from the medical officer at the hospital. These receipts will serve as substitutes for the men at the Receiving and Accounting Sections.

The men will next be directed to the preliminary medical inspection and delousing room and later will be formed and marched to their quarters, where mess equipment and blankets will be issued to them.

A 3x5 postcard will be prepared for each man, giving his name and the temporary organization to which he has been attached. This card will be forwarded at once to the post-office for use in effecting prompt distribution of mail. Care will be taken to prepare such cards also for men who have been sent to the hospital en route or direct from the station.

Listing Groups

As soon as papers from a local board have been checked they will be arranged in alphabetical order. Five copies of a typewritten list (double spaced) of the men from each local board will be prepared. The list should be headed with the name of the local board which sent the quota and the name of organization to which the men have been attached. After each selective service man's name will be entered the exact shortage or irregularity, if any, with respect to his papers. Names of men for whom there is insufficient proof of the legality of their induction will not be listed in the body of the typewritten list, but will be given last with a note to the effect that these men will remain in their quarters until the camp personnel adjutant, after investigation, notifies the officer in charge of the men what disposition to make of them.

One copy of the typewritten list will be sent at once to

the commanding officer of the unit to which the men are attached, a second copy will be sent to the Information Section, a third copy to the psychological examiner, who will later return it with psychological ratings to the Interviewing Section. A fourth copy, with Forms 1, 1010, 1050 and 1029 A and B arranged in the order in which the names appear on the typewritten list will be forwarded to the Interviewing Section. A fifth copy with Forms 1029 will be sent direct to the Accounting Section.

The general routing of selective service men to and from the Receiving Section, the Psychological Examination Building and the Recruit Examination Building will be under the direct supervision of the camp personnel adjutant. When the men are taken to the last two buildings they will be formed in the order that their names appear on the typewritten list by local board groups.

ACCOUNTING SECTION

The Accounting Section will keep a statistical record of men received, accepted and rejected, accounting therefor to the Provost Marshal General and local boards.

One copy of the typewritten list of men received into camp and Forms 1029 will be received from the Receiving Section. The Accounting Section will at once write, telegraph or telephone local boards for missing forms. It will also account for all men who are missing.

Duplicate copies of Forms 1010 and 1029, received by mail from local boards, will be forwarded direct to the Accounting Section.

After the selective service men have been accepted, their Forms 1029 A and B properly stamped to indicate whether accepted for general or limited service will be received

from the Assembling Section. Forms 1029 A and B for rejected men will be received from the Discharge Section and will show reason for rejection. Forms 1029 A and B and the two copies of 1029 will be completed. Form 1029 A and the duplicate of Form 1029 will be mailed to the local board and Form 1029 B and the original of Form 1029 will be mailed to the Provost Marshal General. A record of these proceedings will be kept on the typewritten list retained in the Accounting Section.

The duplicate copy of Form 1010 will be sent immediately to the camp surgeon.

INFORMATION SECTION

The Information Section will maintain the camp locator card file and will be prepared to furnish information as to the organization to which every enlisted man or officer is attached or assigned while in camp and to which station he was sent when transferred out of camp. The Information Section will be so situated as to be accessible to all in the office of the camp personnel adjutant and at the same time it should be as near as possible to the entrance of the building for the convenience of visitors.

Information as to the whereabouts of selective service men before they have been physically examined will be obtained from the typewritten lists prepared at the Receiving Section and forwarded to the Information Section. Mail for such men will be taken care of through the use of the post-office cards prepared at the Receiving Section and forwarded to the post-office.

After selective service men have been physically examined, Camp Locator Cards (Form CCP-17) will be received from the Assembling and Discharge Sections. These cards

will be checked against the typewritten list before they are filed.

The cards of accepted men will be filed alphabetically in the main or "live file," in which will also be kept cards for officers, army nurses and civilians connected with camp activities. Cards for rejected men will be filed in the "dead" file, in which will also be kept cards for men and officers discharged, deceased, transferred out of camp, or given indefinite furloughs.

It should be noted that the Camp Locator Card (CCP-17) is a different form from the two locator cards which must accompany each officer and enlisted man to port of embarkation.

The camp information file must be kept strictly up to date. The Report of Changes (Forms 647-648 A.G.O.) received from all unit personnel adjutants whenever changes occur, in accordance with the provisions of Special Regulations 57A, will give all data required to effect changes in the information file. These Reports of Changes will be routed to the Assignment Section for use in keeping the qualification card file up to date, and then to the post-office or use in keeping their post-office cards up to date.

PSYCHOLOGICAL EXAMINATION—UNDER DIRECTION OF PSYCHOLOGICAL EXAMINER

Methods of Conducting Examinations

As soon as possible after the selective service men have been assigned to quarters they will be assembled in groups of from 200 to 400 for psychological examination. The size of the group that may be examined at each fifty-

minute examination period depends upon the size and acoustics of the examining rooms and upon the degree of literacy of the men being examined. A large percentage of illiterate men will necessitate somewhat smaller examination groups than are possible with literate men. A schedule of examinations should be made by the camp personnel adjutant in consultation with the psychological examiner in order to make certain that each man to be examined shall have equal opportunity in the tests.

There should be no disturbances such as messengers or orderlies entering the rooms while the examinations are in progress. In stations where a psychological building has not been provided or where the building provided is not sufficiently large to accommodate large group examinations, the usual procedure is to secure the use, temporarily, of such buildings as the Y. M. C. A. Auditorium or the Liberty Theater. If tables or chairs with table arms are not available each man will be provided with a 12x15 inch piece of beaver-board or similar light material for use in writing.

Selective service men who cannot read or write, or who speak foreign languages only, will be given the Beta Test, which does not require reading or writing or knowledge of English. Any literate men who fail to make a grade of D or higher in Test Alpha will be held for Test Beta at the next examination period. Any man, whether literate or illiterate, who fails to make a grade of D or higher in Test Beta will be held for individual examination.

Uses of Psychological Ratings

The psychological examination has been ordered given to each selective service man, and is designed to measure his intellectual capacity. Such qualities as honesty, lead-

ership, experience in specific lines of work, educational training and the like, are not tested by the psychological tests except in so far as these qualities are a result of the man's fundamental intellectual ability. The intelligence rating furnished by the psychological examiner should therefore be used merely as one important element among others in determining where a man should be placed in order to make him most useful to the service. The tests have now been used on more than 1,500,000 men, and the resulting ratings agree very closely with officers' independent estimates of their men based on two or three months of experience with them. (See Chapter X of this Manual for further details.)

The psychological examiner will receive one of the type-written lists prepared at the Receiving Section. Upon this list, opposite each name, the intelligence rating will be entered. The list will then be immediately sent to the Interviewing Section so that the rating can be placed in the square marked "Intelligence" upon the qualification card. Thus the intelligence rating will be made available to the psychiatrist for his information in connection with suspected feeble-mindedness and to the medical officer of the development battalion when, in conjunction with the camp personnel officer, he decides in what capacity a man can be best used in the Army.

The psychological ratings will be copied from the qualification card on to insert page 6a of the service records in the Mustering Section. In this way these ratings become available to the company commander.

The above procedure makes it impossible to send selective service men direct from the psychological examination to the Recruit Examination Building. The psychological examiner should begin his examinations of draft incre-

ments five or six hours before the other recruit examinations begin so that the list of intelligence ratings for the entire increment may be completed and reach the camp personnel adjutant before the qualification card is made out.

INTERVIEWING SECTION

This section will complete the Soldier's Qualification Card (CCP-1), except as to the data regarding physical examination. As it is the first section to handle selective service men as they come into the Recruit Examination Building, it will have general charge of the men as they assemble in the building.

One copy of the typewritten list of men who have arrived from local boards will be received direct from the Receiving Section, together with Forms 1, 1010, 1050 and 1029 A and B. From the list large envelopes, one for each man, will be headed with the man's name and local board. In these envelopes will be placed Forms 1, 1010, 1050 and 1029 A and B. The envelopes will then be arranged according to the order in which the names appear on the list by local boards. When the typewritten list forwarded by way of the psychological examiner is received, qualification cards will be headed with the man's name and his intelligence rating will be recorded in the square marked "Intelligence." The cards will then be placed in the proper envelopes.

When the selective service men arrive they will be arranged in the assembly room in the order that their names appear on the typewritten list. Their envelopes will be handed to them, and they will then pass into the interviewing room. Here the qualification card will be completed, except as to the data regarding physical examination.

"Especial care will be taken to get correct and accurate information, for the efficiency of the Army is affected by the proper balance and distribution of its personnel." (See Chapter V for details.)

The interviewer will give particular attention to non-English speaking men, alien enemies, conscientious objectors, etc., and when interview is finished he will enter in pencil on Form 1010, P.M.G.O., suitable notation in code, standing for "Conscientious Objector," "Alien Enemy." The medical reviewing officer will be guided by such notations when routing men to the Development Battalion Clearing Board.

After the interview is finished the men will pass to clerks at the exit of the room, who will check over the qualification cards to see that they have been properly made out. The men will then pass to the Oral Trade Test Section.

ORAL TRADE TEST SECTION

As the men leave the Interviewing Section they will pass to a table at which there are trade test representatives. From the Qualification Card (Form CCP-1) a trade test representative will determine whether the man claims trade ability. If so, the trade test representative will determine, first, the test to be given in the man's main occupation and, second, the tests to be given in secondary occupations. This information he will indicate by symbols in the upper right hand corner of the reverse side of a Trade Test Record Card (Form CCP-577); for example, "24-g" meaning "*auto mechanic, general repairer*." The symbol of the man's main occupation will be placed first. On the same (scoring) side of the trade test record card, he will enter the man's name. On the front of the card he will enter the man's organization, but at this time will leave

blank all other spaces on this side of the card. The qualification card will be stamped "Trade-Tested" and returned to the man.

If the man can be tested at this time, he will be directed to any unoccupied oral trade tester, who will give all oral and picture tests designated by the symbols. After all the oral and picture tests specified, and such performance tests as can be given at this time, have been given, an officer or competent clerk at a checking desk will check the record to determine if further testing is desirable. If so, the proper additional symbols will be entered on the trade test record card and the above procedure repeated.

When the oral and picture testing is completed and no performance test is to be given, the man's trade test ratings, one for each trade in which he has been tested, will be entered on his qualification card by the checker. Also, before the man is dismissed, clerks at checking desks will transcribe from the qualification card all information, such as age, schooling, intelligence rating, and the like, called for on the front of the trade test record card. Completed trade test record cards will then be sorted according to trade symbols of main occupations, and filed alphabetically under those symbols.

If the oral and picture testing cannot be completed at this time, or if a performance test is to be given later, no ratings whatever will be entered on the qualification card at this time, and the trade test record card will be placed in a follow-up file.

When the Assignment Section or the Development Battalion Personnel Office finally receives the qualification cards (depending upon whether they are finally or provisionally classified A, C-1, or C-2), all cards stamped "Trade-Tested" which have no trade test ratings on them

will be filed separately, alphabetically by companies, awaiting this trade test information. All cards stamped "Trade-Tested" *with* trade test ratings on them will be routed with cards not so stamped, inasmuch as the Trade Test Section has finished with them.

When final ratings have been received from any delayed tests, a trade test clerk will take the trade test record cards to the Assignment Section or the Development Battalion Personnel Office and there will post the final ratings to the proper qualification cards. He will also transcribe from the qualification cards all information called for on the trade test record cards. The qualification cards will then be released from the special file and will be classified, tabbed, tallied and filed. Trade test record cards will be brought back and placed in the general file in the Trade Test Section.

When a selective service man is rejected by the surgeon, the Discharge Section will stamp his qualification card "Rejected" and will forward it, as notice of the discharge, to the Trade Test Section, where the corresponding trade test record card will be removed from file. Both qualification card and trade test record card will then be destroyed.

UNDRESSING AND SHOWER SECTION

From the Oral Trade Test Section the men will pass to the Undressing Section. Each man will be given an envelope and will be directed to sign his name on this envelope, place his valuables in it, seal it and deposit it with a non-commissioned officer. The non-commissioned officer will arrange the envelopes in alphabetical order and forward them to the Assembling Section, where they will be later returned to the man upon proper identification.

The men will then undress and turn their civilian clothes

over to the express company to be shipped home. They next pass to the shower room and as they enter will leave the envelope containing their papers with the clerk. After the men have passed through the shower they will receive these envelopes back and will proceed upstairs to the Physical Examination Section.

**PHYSICAL EXAMINATION—UNDER
DIRECTION OF CAMP
SURGEON**

The physical examination of selective service men will be conducted in such a way as to co-ordinate it with the progress and sequence of the work in the other departments. The standards for classification of the men are defined in special orders and regulations issued by the War Department and Surgeon General's Office.

As the examination proceeds, record will be made of the man's condition on Form 1010, P.M.G.O. Upon completion of the examination all men who have been called for general military service will be disposed of by the medical reviewing officer as follows: (a) Accepted men (Group A), not held for observation, will have their cards marked with physical classification and they will then go to the Scars and Marks room. (b) Rejected men and men held for observation or special examination will be directed to the Medical Examiners' Board room. Men finally classified as Group D will be directed to the Discharge Section.

Handling of Special Groups

Men who have been called for limited military service will be disposed of by the medical reviewing officer as follows: (a) Accepted men (Group A) to Scars and Marks room. (b) All others, consisting of men held for observa-

tion and those in Groups C-1, C-2 and D, will be directed to the Medical Examiners' Board room. Men finally classified Group A will be sent to the Scars and Marks room and Groups B and D to the Discharge Section. All others will be directed to the Development Battalion Clearing Board. Upon leaving the room, however, physical classification will be entered on Form 1010 P.M.G.O. and CCP-1 for classes A, B and D.

Non-English speaking men, alien enemies, conscientious objectors, and the like, whether called for general or for limited military service, who are in Group A will be routed direct to the Development Battalion Clearing Board room. At the time such men pass through the Interviewing Section, the interviewer inserted pencilled notation on Form 1010 P.M.G.O., to the effect that these men are conscientious objectors, etc., and the medical reviewing officer will be guided by these notations in routing the men after they have been physically examined. •

The Development Battalion Clearing Board* will be composed of the development battalion surgeon or his assistant, the development battalion personnel adjutant, one line officer, and such specialists as the camp surgeon may assign. This Board, with the information on CCP-1 before it, including the psychological rating, will pass upon all men referred to it and decide their fitness for special occupations. Limited service men (Class C-1 and C-2) who are immediately available for transfer to a permanent organization will be classified and the class recorded in the square marked "Final Classification" on the

*The establishment of the Development Battalion Clearing Board was authorized in a proposed General Order which was approved but later rescinded prior to publication because of the signing of the armistice. It is considered that only through such a Board can the Development Battalions function properly.

qualification card. They will be assigned to the depot brigade. Non-English speaking men, alien enemies and conscientious objectors, who are in Class A will be routed to the development battalion and their class will be noted in the square marked "Preliminary Classification" on the qualification card. Similarly Class C-1 and C-2 men, whose condition warrants special treatment or training will be assigned to the development battalion and their class noted in the "Preliminary Classification" square. All of these men will be routed to the Scars and Marks room. Men found unfit by the Clearing Board for training and treatment in the development battalion will be referred back to the chief medical examiner with recommendation for discharge.

As the men enter the Clearing Board room they will first of all pass to a table at which clerks will enter upon the qualification cards "positive" data concerning their physical condition. When this has been done they will be examined by the members of the Clearing Board and disposed of as outlined above.

As the men leave the room the physical classification, whether "final" or "preliminary," will be entered upon the qualification card. (See Fig. 6, page 70, for routing of men through Physical Examination Board.)

SCARS AND MARKS ROOM—UNDER DIRECTION OF CAMP SURGEON

All accepted men, either general or limited service, will pass through the Scars and Marks room, where Form 260 A.G.O. (Identification Record Card) will be completed and placed in the envelope with the rest of the papers. (The date of induction to be recorded on this form will be taken from Form 1029 A & B to be found in the man's envelope.)

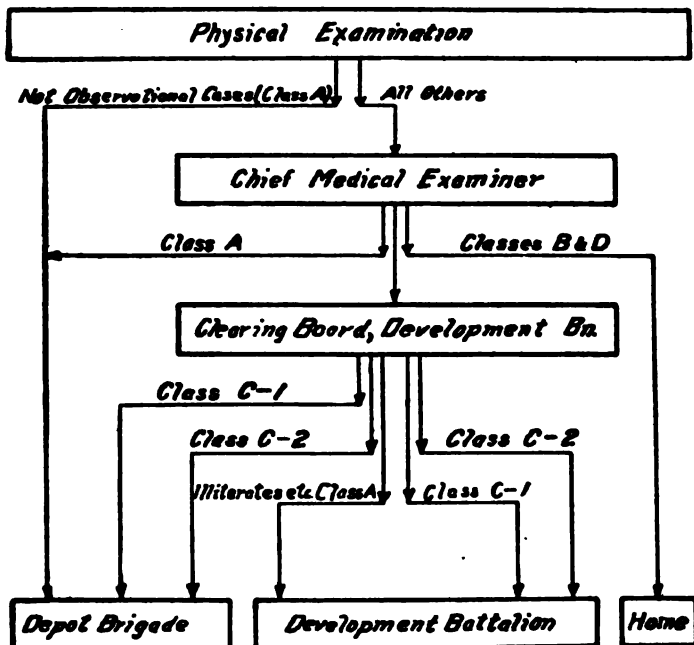
Routing of Men thru Physical Examining Boards

FIG. 6

ISSUANCE OF CLOTHING AND EQUIPMENT— UNDER DIRECTION OF SUPPLY OFFICER

The depot brigade supply officer will be responsible for the proper administration of the Quartermaster's Section and of the issuance of clothing and equipment to selective service men. The Tables of Fundamental Allowances as issued by the War Department will govern as to the articles and quantities to be issued.

Barrack bags will be prepared beforehand containing ordnance equipment and recruit kit except one towel which has been issued.

Form 637 A.G.O. will be started and accomplished and the size of clothing and shoes issued will be accurately entered at this time. Selective service men will initial Form 637 at this station.

MUSTERING SECTION

Here the assignment to organizations will be effected by a commissioned officer. As far as practicable, all men will be assigned to the same organizations to which they were previously attached for quarters and rations, and any necessary reassignments to the development battalion or elsewhere will be effected by regular transfer on the following day.

Form 29 A.G.O. (Service Record) will then be prepared. Pages one and two, with the exception of vaccination and typhoid inoculation entries, will be completed. The "Report of Assignment" page will be torn out and destroyed and the remaining stub will be stamped with the sentence "Assignment Reported on E and A Card." The necessary data as to the local board order and serial numbers, and the first enlistment will be placed on page three. In the case of limited service men the words "Limited Service" will be stamped in the blank margin at the top of page one. The educational and occupational qualifications required to be shown on the insert page 6a will be copied from the qualification card. On insert page 6a will also be copied the date of the psychological examination and the intelligence rating of each man. For the sake of uniformity this entry should be made with the items in the following order: (1) date, (2) test, and (3) letter rating; e. g., "July 10,

1918, Beta C—," or "Oct. 3, 1918, Individual D," or "Nov. 1, 1918, Alpha B."

An Enlistment and Assignment Card (22-2 A.G.O.) will be completed next and will be signed by a *commissioned officer* before it is forwarded to The Adjutant General's Office.

..... Last Name		 Full Given Name		 Army Serial Number	
..... Residence					
..... Address					
..... Rank	 Street	 City		 State	
..... Local Board		 Order No.		 Serial No.	
..... Date Inducted					
..... Company	 Organization		 S. O.	 H. Q.	 Date
.....					
.....					
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.....					

FIG. 7

Camp Locator Card (Form CCP-17). (Actual size 3 x 5 inches)

The Camp Locator Card (CCP-17) will be prepared next. White locator cards will be used for white men and preferably light blue cards for colored men. The necessary information as to residence address, name of local board order and serial numbers and *date of induction* will be copied from Forms 1029 A and B, 22-2 A.G.O. and 29 A.G.O.

Locator cards similar to the one illustrated above should be printed by the local quartermaster, as they are not furnished by Washington.

The same clerk who prepared the three forms already

mentioned will also head the Pay Card (Form 644 A.G.O.) and Vaccination Record (Form 81 M.D.) and will copy from the Service Record to Form 260 A.G.O. the required data as to prior enlistment.

All forms originated thus far will be placed in the man's envelope and he will be directed to the Insurance Section.

INSURANCE SECTION

At some time prior to the arrival of men at the Insurance Section, the provisions of the War Risk Act will be explained to them in order that they may intelligently answer such questions as may be asked them at the time Forms 1-B and 2-A, allotment and insurance applications, are accomplished. Insurance officers are cautioned against giving a mere smattering of information. The salient points should be touched upon so that no confusion may exist in the minds of the selective service men. It will be noted, however, that insurance and allotment applications will not be filled out for men until after they have been accepted into the service.

Selective service men will hereafter bring with them from their local boards "Family Status Report," Form 1050 P.M.G.O. The information on this form will be used by the insurance clerks as a basis for all entries on insurance and allotment forms.

All selective service men, after their acceptance, will be required to fill out both Forms 1-B or 1-C and 2-A whether or not they desire Government insurance or have dependents. In the event any man declines to take insurance, he will, nevertheless, execute Form 2-A, which will have entered in the body thereof the following:

"The provisions of the Act of Congress approved October 6, 1917, so far as it relates to insurance have

been explained to me and I understand my rights and privileges under that Act, but I do not desire to apply for any War Risk Insurance."

In the event he does not wish to make an allotment and is not required to do so, he will be required to sign the application form 1-C.

Every effort will be made to secure the application of every newly accepted man for the maximum amount of insurance.

Both Forms 1-B and 2-A will be executed in duplicate. When completed, signed and witnessed, these forms will be reviewed and re-checked by a man who is thoroughly trained in this work and can readily detect errors. Any errors or omissions should be corrected immediately. Great care should be exercised here in order that all blanks will be forwarded complete and correct, otherwise injury is done the men which results in undermining the morale. In this connection, it should be borne in mind that insurance clerks should be thoroughly trained so that they may understand every detail and correctly make out insurance and allotment forms.

The original of each insurance and allotment form will be sent direct to the Bureau of War Risk Insurance, Washington, D. C., together with a letter of transmittal. The duplicate will be sent direct to The Adjutant General of the Army after having been checked back on the Pay-Card and Service Record in order to verify the entries made thereon relative to deduction to be made on payroll.

Upon completion of all papers, Form 1050 P.M.G.O. will be attached to the original Allotment Blank, Form 1-B, and forwarded to the Bureau of War Risk Insurance. Forms 1050 P.M.G.O. for rejected men will be destroyed in the Discharge Section.

To facilitate work and reduce handling of forms, it is suggested that company commanders arrange to come to the Recruit Examination Building when their men are going through the insurance and allotment room and there make notation on the service record regarding insurance and allotment deductions. Similarly, it would be advisable for the regimental personnel adjutant to come to the Insurance Section and there complete the necessary entries on the pay cards. This plan would permit the sending of duplicate insurance and allotment forms direct to Washington.

ASSEMBLING SECTION

As the man enters this room he will hand his envelope to a clerk. This clerk will lay the contents out on a desk and check to see that the following records are on hand:

- Form 1 P.M.G.O.
- Form 1010 P.M.G.O.
- Form 1029 A and B P.M.G.O.
- Form 1050 P.M.G.O.
- Form 22-2 A.G.O.
- Form 29 A.G.O.
- Form 260 A.G.O.
- Form 637 A.G.O.
- Form 644 A.G.O.
- Form CCP-1
- Form CCP-17
- Form 81 M.D.
- Form 1-B original and duplicate.
- Form 2-A original and duplicate.

Names and entries on all papers will be checked and especial care taken to see that no papers are missing. In case a paper is lost the man will be sent in charge of an

orderly to the appropriate section to have it replaced. After the check has been completed the papers will be forwarded to the numbering table, where the Army Serial Number will be stamped on each form and a permanent record kept of the assignment of numbers.

Form 81 will be given to the man, who will then pass to the Vaccination and Inoculation Section.

The other forms will be sorted carefully, checked and distributed as follows:

1. To the Camp Surgeon:

Form 1010 P.M.G.O. Report of Physical Examination.

The data on Form 1010 will be copied to the duplicate copy of Form 1010 forwarded by mail from the local board. It will then be properly endorsed, and returned to the Assembling Section, from where it will be reforwarded to The Adjutant General (see below for details). (The duplicate copy is retained in the camp surgeon's office.)

2. To The Adjutant General of the Army:

Form 1 P.M.G.O. Registration Card. This form will be mailed immediately and without letter of transmittal (see letter of Adjutant General, August 1, 1918).

Form 1010 P.M.G.O. Report of Physical Examination. After it has been endorsed and returned from the Camp Surgeon's office.

Form 260 A.G.O. Identification Record.

Form 22-2 A.G.O. Enlistment and Assignment Card.

"The different papers relating to the same man will not be fastened together. They will be left separate and forwarded to The Adjutant General of the Army with letter of transmittal in which will be enumerated in alphabetical order the names of the men whose papers are being transmitted. Where the papers of several men are forwarded at the same time, separate packages

will be made of Forms No. 22-2, A.G.O., No. 1010, P.M.G.O., No. 260, A.G.O., etc., and the several packages, with letter of transmittal pertaining thereto, will be made into one bundle, which will be mailed as directed above. Forms will be placed in packages in the same order in which the names appear in the letter of transmittal."

3. To the Accounting Section:

Form 1029 A and B, P.M.G.O. Double post card.
See page 59 for its final disposition.

4. To the Assignment Section:

Form CCP-1. Qualification Cards of all men rated A, C-1 or C-2 in the square marked "Final Physical Examination," i. e., men assigned to the Depot Brigade.

5. To the Development Battalion Personnel Office:

Form CCP-1. Qualification Cards of all men rated A, C-1 or C-2 in the square marked "Provisional Physical Classification," i. e., men assigned to the Development Battalion.

6. To the Information Section:

Form CCP-17. Locator Card.

7. To the Insurance Section:

Form 1-B, both copies.

Form 2-A, both copies.

See page 74 for their final disposition.

8. To the Regimental Personnel Adjutant:

Form 29. Service Record.

Form 644. Pay Card.

The Regimental Personnel Adjutant will also receive direct from the Insurance Section the duplicate copies of Forms 1-B and 2-A. He will record on the Pay Card the insurance and allotment data and make the appropriate notation on the Service Record. When this is done Forms 1-B, 2-A and 29 will be forwarded to the company commander. Company commanders, after they have copied the insurance and allotment data to the Ser-

vice Record, will return Forms 1-B and 2-A to the Insurance Section.

9. To the Company Commander:

Form 697. Equipment Record.

See Fig. 8 for origin and disposition of papers for *accepted* selective service men.

INOCULATION SECTION—UNDER DIRECTION OF CAMP SURGEON

The man enters this section with Form 81 M.D. only in his possession. Here he will be vaccinated and inoculated. A record will be entered on Form 81 M.D., and this form will be given to the man, who will proceed to the next room.

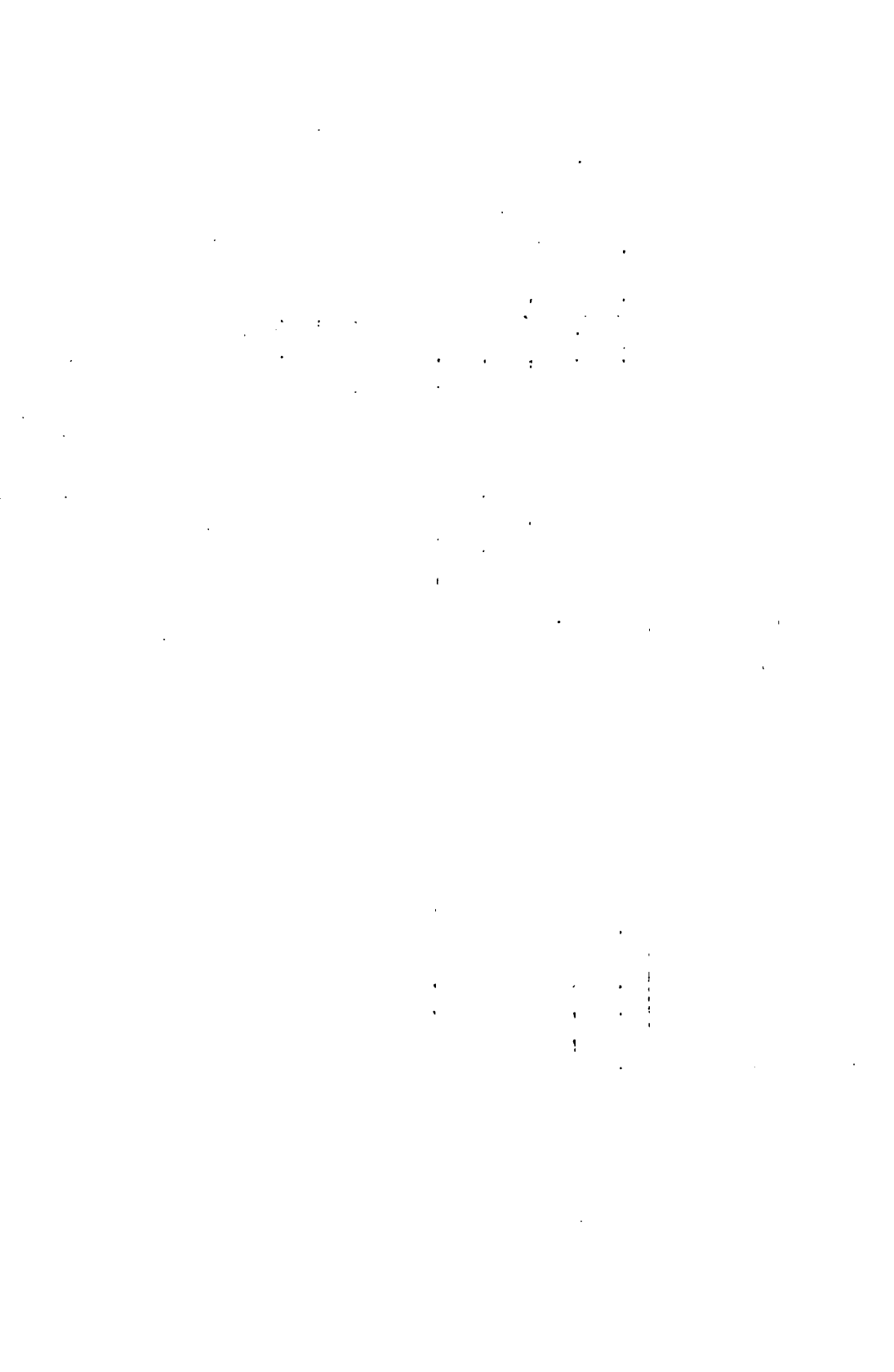
ASSEMBLY ROOM

As the men enter this room the non-commissioned officer in charge will collect Forms 81 M.D. and deliver them later to the company commander. The men will then be formed according to their organization and marched to their quarters. The company commander will use Form 81 M.D. to determine when to send men back for their second inoculation.

DISCHARGE SECTION

All rejected men, Classes B and D in limited service drafts or Classes B, C-1, C-2 and D in general service drafts, after their physical examination, will proceed to the Discharge Section. In the first room an orderly will take down their names and go to the Undressing and Shower Section and secure the men's civilian clothing. After dressing, the rejected men will enter the next room, where an officer who represents the commander of the

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camp and who has been authorized to sign all necessary forms, will fill out last endorsement on Form 1010 P.M.G.O.

An original and a "true copy" of Form 638 A.G.O. (Discharge from Draft) will be prepared. Form 370 W.D. (Final Statement) will be prepared in duplicate.

All qualification cards will be destroyed, except those which are marked "Trade-Tested" and which have no trade rating on them. Such cards will be stamped "Rejected" across the face and routed to the Trade Test Office, in order to notify that office that these men have been rejected and that no performance trade test is to be given.

A locator card will be completed and marked "Rejected."

Form 1029 A and B will be marked "Rejected" by crossing out the word "Accepted" on both cards. The cause of rejection will be entered on the appropriate lines.

The forms will be checked to see that they are all on hand and correctly made out and then they will be stamped with the Army Serial Number. A separate block of numbers will be used for this purpose. The papers will then be routed as follows:

1. To The Adjutant General of the Army:

Form 1 P.M.G.O. Registration Card. This form will be mailed immediately and without letter of transmittal. In addition the form will be stamped

"Rejected" with the date at the top of the paper.

Form 638 A.G.O. Discharge from Draft, true copy.

Form 1010 P.M.G.O. Report of Physical Examination. These last two forms will be sent with letter of transmittal showing name, army serial number, local board, organization and detailed cause of rejection. A second copy of the transmittal letter will be sent to Accounting Section for file and a

2. To the Accounting Section:

3. To the Trade Test Office:

4. To the Information Section:

5. To the rejected man to take to the Camp Quartermaster:

Form 370 W.D. Final Statement, both copies.

See Fig. 9 for origin and final disposition of papers for *rejected* selective service men.

Rejected men may be discharged on Final Payroll (Form 366), instead of on Final Statement (Form 370). This may be done by prefixing the word "Final" to the word "Payroll" on the regular payroll forms. The men's names will be entered just as they would be on an ordi-

OFFICES	1 P.M.G.O.
Local Board	↓
Receiving Station	↓
C. O. of Co. in Depot Brig.	↓
Post Office	↓
Accounting Section (1)	↓
Psychological Examiner	↓
Interviewing Section	↓
Oral Trade Test Section (1)	↓
Medical Examiner (1)	↓
Discharge Section	↓
Quartermaster	↓
Oral Trade Test Section (2)	↓
Medical Examiner (2)	↓
Assembling Section	↓
Information Section	↓
Accounting Section (2)	↓
Local Board	↓
P. M. G. O.	↓
A. G. O.	↓
Man's Home	↓

SOLID LINE—Papers read
BROKEN LINE—Papers 2

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nary payroll except that the places and dates of enlistment will be entered opposite each man's name. The following certificate will be placed at the end of the payroll: "Discharged by reason of defects existing prior to draft. Pay due from enlistment. Entitled to travel pay from point of enlistment. Due U. S. (except as stated) nothing." If, for any reason, the final payroll is not presented on the day it is executed the sentence "Held for the convenience of the Government" will be added to the certificate. The completed final payrolls will be signed by the personnel adjutant in duplicate.

Note.—All men actually assigned on an enlistment and assignment card and certain men who have never been forwarded by local boards are *discharged* rather than *rejected*. The many forms and procedures for discharging men may be found in Army Regulations, in Selective Service Regulations and in Regulations Governing Development Battalions. It has been found expedient because of so many errors for the Camp Headquarters to exercise a close supervision of discharges. It is also necessary to arrange that some record be made on Form CCP-1, on file in the Assignment Section, concerning men for whom discharges are to be started or are pending.

PERFORMANCE TRADE TEST SECTION

Performance trade tests, owing to their nature, cannot be given with the same dispatch as oral and picture trade tests. They do not lend themselves, as do oral and picture tests, to functioning with the other sections of the personnel office.

Performance testing, therefore, will be organized to function largely within itself. The groups of candidates

to be tested will be ordered up from their quarters and tested without relation to their progress through other sections of the personnel office. (See Chapter VI for details.)

Performance trade testing will be completed as expeditiously as possible so that the final trade rating of each man will be available before report CCP-15 is mailed to Washington.

ASSIGNMENT SECTION

This section is located at Camp Headquarters and not in the Recruit Examination Building. Here the qualification cards will be filed and all requisitions for enlisted men will be filled.

As rapidly as qualification cards are received in the Assembling Section and numbered with the Army Serial Number they will be sent either to the Assignment Section or to the Development Battalion Personnel Office. They will be sent to the former when the man is assigned to the Depot Brigade (i. e., his classification is marked in the square "Final Physical Classification." They will be sent to the latter when the man is assigned to the Development Battalion (i. e., his classification is marked in the square "Preliminary Physical Classification").

Cards sent to either place will be sorted into two groups:—(a) those not stamped "Trade-Tested" or those so stamped but with trade test data already recorded on the card and (b) cards so stamped with no trade-test data recorded. The former will be immediately classified, tabbed, tallied, and filed alphabetically by companies. (See Chapter V for details.) The latter will be filed alphabetically by companies awaiting the entry of trade-test data which will be entered upon them by a repre-

sentative of the Trade Test Office. (See Chapter VI for details.) As soon as these data are recorded the cards will then be classified, tabbed, tallied and filed, as stated above. A report on all such men will be made on Form CCP-15 each week to the War Department.

The qualification cards sent to the Development Battalion represent men not available for transfer. As soon as the Clearing Board determines such men should be transferred out of the Battalion they will record the classification in the square marked "Final Physical Classification," and the development battalion personnel adjutant will transmit the cards to the Assignment Section at Camp Headquarters. The men in this way become subject to transfer out of the Development Battalion on War Department or other requisitions.

The development battalion personnel adjutant is an assistant to the camp personnel adjutant and should be viewed as that assistant in the Assignment Section who has charge of limited service men.

RECEIVING AND ASSIGNING OTHER THAN SELECTIVE SERVICE MEN

The use of the Transfer List (Form CCP-11), which is made out by the camp personnel adjutant of the organization from which the men are transferred and received by the camp personnel adjutant of the organization to which the men are sent, should make it possible for the camp personnel adjutant to keep an accurate check of all men transferred from or received into his organization. The camp personnel adjutant has an obligation to the Army as a whole just as much as, or even more than, to his own organization, and should make sure that all

men leaving his organization or received by him are properly classified, that qualification cards for all men are sent with them and that a transfer list accompanies the party. The camp personnel adjutant is also charged with checking all other papers to see that they are properly made out and endorsed.

CHAPTER V

THE SOLDIER'S QUALIFICATION CARD

General Orders No. 46, War Department, 1918, prescribe that every soldier must be interviewed and his occupational, educational and military qualifications recorded on a Qualification Card (Form CCP-1).

These cards form the basis of the personnel system in the Army. In consequence, it is extremely important that they be properly and accurately made out.

This chapter has been prepared as a standard set of instructions for filling out the qualification card. Other chapters of this Manual deal with the methods by which the information on these cards can best be put to use. The details in this chapter have been grouped under six general headings: (1) Interviewing Soldiers, (2) Classifying Qualification Cards, (3) Tabbing, (4) Reporting the Occupational Strength, (5) Filing and (6) Schooling the Interviewers.

INTERVIEWING SOLDIERS

General Organization of the Personnel Office

As shown in Chapters III and IV of this Manual, the personnel office is composed of several sections. It is in the Interviewing Section that the soldiers are interviewed and their qualification cards are filled out, except as to the physical findings. The latter are entered on the card, in the case of limited service men only, by the development battalion personnel officer as the men pass through the Clearing Board of the Development Battalion. After the

FORM 11-1-18
SOLDIERS' QUALIFICATION CARD

FIG. 10
Face of Soldier's Qualification Card. (Actual Size 5 x 8 inches)

[illegible]

FIG. 11
Reverse of Soldier's Qualification Card.

cards are completed they are forwarded to the Assignment Section where the cards are classified, tabbed, tallied and filed.

General Procedure to be Followed in Interviewing Soldiers

Fundamentally the classification of personnel in the Army is to be thought of as "a search for talent." It is with this attitude of mind that the interviewer should undertake his work. It is equally essential that each interviewer adopt a friendly conversational style that will completely put the soldier at his ease as early in the interview as is practicable. By so doing he will encourage the man to give the full and intimate information necessary to a complete understanding of his entire occupational, educational and military experience.

No hard and fast rules can be laid down to cover the procedure, for it will vary according to the experience, education, and nationality of the soldier, and the personality of the interviewer. However, some methods are much superior to others; and as the usefulness of the personnel records depends entirely upon the quality of the information contained on the qualification cards, it is advisable for all interviewers to adopt as nearly as possible a uniform method of procedure.

The good interviewer soon learns to conduct the interview so as to draw from the soldier just the information desired. Trial and practice will soon reveal to him how to frame his questions exactly to produce this result. Such an interviewer soon learns how to prompt the soldier with an occasional word so as to stimulate him to do all the talking.

Questions like the following are useful in putting the soldier at ease: "Well, how goes it?" "How do you like

the Army?" "How is your mess?" "Where do you hail from?"

At the outset assure the soldier that the purpose of his qualification card is not to transfer or to send him immediately abroad. Explain that the object is to obtain from him accurate information of the things he can do, and later to place him whenever possible in the line of work for which he is best fitted.

The interviewer should be seated at a table with a place for the soldier on the opposite side. He should have before him a "Classification of Occupations" (Form CCP-7) or an "Index of Occupations" (Form CCP-4). A scratch pad and pen and ink are necessary.

The information provided for on the Soldier's Qualification Card (Form CCP-1) is described in the following, beginning with the back of the card, since information regarding occupations called for on the front of the card should be obtained at the end of the interview.

Detailed Procedure in Filling Out the Qualification Card

Each item on the card is considered in the order that an interviewer should follow in filling out the card.

1. Schooling

(a) How many years did you attend school? How many years in school? Did you graduate from grammar school?

At this point determine if the soldier is illiterate. If he cannot read and write in any language he is illiterate. But if he can read and write in a foreign language, although not in English, he is not illiterate. This information is recorded on the face of the card by checking the square marked "Illiterate," if he is illiterate; if he is literate but does not speak English, check the square

A B

Occupation	Symbol
Automotive engineer, expert designer	24 d
Aviator (see <i>Airplane Pilot</i> , 61 f) ..	61 f
Awning or tent maker	76 a
Axeman, logger	35 a
Axeman, topographical	30 a
B	
Bacteriological chemist	67 bc
Bacteriologist (see <i>Chemist and Chemical Worker</i> , 67)	74
General (see <i>Chemist and Chemical Worker</i> , 67)	67 bc
Water and ice	74 w
Baker and Cook	40
Baker	40 b
Bakery machinist (see <i>Machinist and Mechanics</i> , 6)	6 ba
Caterer, dining car conductor, steward or restaurateur	40 ca
Cook	40 c
Confectioner	40 co
Waiter	40 w
Balloonist	66
Band master	44 m
Band musician, specify instruments ..	44 b
Bank clerk	28 ba
Banker	71 b
Banker and Broker	71
Banker, executive	71 b
Broker, stock and bond	71 br
Barber	45
Baritone horn player	44 ba
Barrel drill, gunsmith	11 d
Barrel rifler	11 r
Barrel straightener, gunsmith	11 b
Bass horn player	44 bh
Bassoon player	44 bs
Battery, ordnance mechanic	6 c
Battery, storage, expert	10 st
Beltman	47 b
Bench hand, machinist	6 b
Biochemist	67 b
Biological chemist	67 b
Bituminous, asphalt, road worker ..	16 a
Black powder chemist	67 bp
Blacksmith	7
Drop forger	7 d
Forge shop heater	7 f
Forging machine operator	7 fm
General blacksmith	7 s
Hammersmith	7 ha
Heat treater	7 he
Horseshoer	7 h
Locomotive	7 l
Ship and boat	7 s
Springmaker and fitter	7 sp
Surgical instrument maker (see <i>Instrument Maker, Surgical</i> , 73 s)	7 su
Tool dresser	7 t
Toolsmith	7 to
Tractor trackman	7 tr
Wagon maker	7 wa
Wheelwright	7 w

7

FIG. 12

Sample page of Index of Occupations (Form CCP-4)
 (Actual size of booklet, 4 x 9 inches, 40 pages)

marked "Non-E" (non-English). Otherwise these two squares are ignored.

(b) *How many years in high school? Did you graduate?* Record years and check the appropriate square.

(c) *How many years in college? Did you graduate? Name of college, degree received, and subject of specialization.* Record the name of college, technical school, etc., also the main course of study pursued, such as mathematics, physics, chemistry, and the like.

(d) Follow the same procedure for night or correspondence school, etc.

(e) *Have you an Army School Certificate?* In order to supply the Army with skilled men in some occupations special courses of study have been established both within the Army and outside. Men graduating from these schools are supplied with certificates which they carry with them. A record of the information on these certificates should be entered on the qualification card in the space provided for it, including date of certificate. Indicate by "A" or "J" when the certificate of graduation indicates the proficiency of the soldier as apprentice or journeyman. As far as practicable such men should be assigned to organizations where this training can be utilized by the Army. (In addition, similar information regarding army schools attended while in the Army should be entered here.)

If schooling was had in a foreign country write in the name of the country.

2. Languages

(a) *Can you converse in any language other than English?* (1) *Fluently?* (2) *Fairly well?*

Wherever possible such men should be tested by an interviewer who speaks the language. Study of the lan-

guage at high school or college alone is ordinarily worthless in this respect and should not be recognized, except in unusual cases.

Interpreters are of value to the Army in two ways: (a) as an official interpreter, and (b) as a "handy" man in a company when in a foreign country. The former needs to be fairly well educated and intelligent, while the latter need not be particularly so. (Men who can act as official interpreters will be green tabbed, while men who can act in an unofficial way only will be orange tabbed.)

3. Military Experience

(a) *What military experience have you had in the Regular Army, National Guard, Navy or Marine Corps?*

(b) *Have you had any experience in a military school?*
Note.—Brief this information, giving years, arm of service, and highest rank. Examples: "7 years U. S. Inf. Sergt.," "3 years Ohio State Univ., 2nd Lieut.," "1 month Plattsburg, 1915."

(c) *What do you want to do in the Army?* Record the man's real preference, if he has any. Do not force this question. Judge the value of the answer by its spontaneity. Do not simply record a corps or arm of the service, but also put down the particular job in the corps or arm that the soldier wants to fill.

4. Religion, Fraternal, Etc.

(a) *What church have you been attending?* usually gets the desired answer quickly. Record the particular sect or denomination rather than "catholic," "protestant," etc.

(b) *Have you had any experience in public speaking, singing, playing musical instruments, wrestling, or anything of the sort?* This information is intended primarily for the use of chaplains, Y. M. C. A., and similar organ-

izations. (Inasmuch as this information is available in the personnel office there will be no need for the Y. M. C. A. or other organizations to circulate cards throughout the camp to obtain it, but if they need the information they will secure it from the personnel office.)

(c) Do you belong to the Masons, Elks, Redmen, College Fraternities, Labor Unions, Professional Societies? Use well known abbreviations to indicate answers.

5. Army Specialties

These specialties are classified abroad, when military training has been completed. The numbers on the lower scale at the top of the card relate to the numbers in this list. They run from 0 to 40 so as to allow for an expansion of the list, which now runs from 1 to 26 only.

6. Nationality

(a) What was the birthplace of your father? of your mother? Record the city and state in the U. S., or the province and country in a foreign country. In many foreign countries, as Austria-Hungary, it makes a great deal of difference from which province the individual comes.

(b) Where were you born? What city and State in U. S.? What province and foreign country? How long have you been in the U. S.? Examples: "Nashville, Tenn.," "Galicia, Austria," "Quebec, Canada."

(c) Are you a citizen of the U. S.? Have you taken out your first papers? Of what country are you a citizen? This information is sometimes of considerable value in connection with a man's loyalty. Close co-operation should be established between the personnel officer and the intelligence officer regarding the use of this information.

7. *Local Board Data*

This information as called for is useful as a record of the soldier's entrance into the Army.

8. *Physical Findings*

This information is entered on the cards of limited service men only, as they pass through the Clearing Board of the Development Battalion. In exceptional cases significant data regarding a class "A" man may be entered, if deemed useful in assigning the soldier.

Each limited service man sent to a Development Battalion will be given a physical classification, which will be entered in the square marked "Preliminary Physical Classification." When he is ready to be transferred out of the Development Battalion the Clearing Board will give him a *final* classification, which will be entered in the square on the face of the card marked "Final Physical Classification."

9. *Remarks*

This space is primarily for use by personnel officers in France. In exceptional cases very significant information for which space is not provided elsewhere may be noted here.

10. *Signature*

The soldier should sign his name in the usual manner (an indelible pencil will suffice). The name of the camp in which the soldier is interviewed should be printed, stamped or written in, and the interviewer should sign his initials.

11. *The Numbers at the Top of the Card* denote locations for the attachment of celluloid tabs which facilitate the selection and assignment of men by occupation, schooling, language, etc.

The top row of numbers corresponds to the numbers designating the following occupational group headings:

- | | |
|--|---------------------------------------|
| 1 Factory worker | 28 Farrier, veterinarian |
| 2 Farmer | 29 Draftsman |
| 3 Laborer (unclassified) | 30 Surveyor |
| 4 Lawyer, teacher | 31 Telegrapher, including
wireless |
| 5 Business man | 32 Lineman |
| 6 Machinist | 33 Telephone operator or
repairman |
| 7 Blacksmith | 34 Photographer, still or
moving |
| 8 Carpenter | 35 Lumberman |
| 9 Concrete worker | 36 Boatman, mariner |
| 10 Electrician | 37 Accountant |
| 11 Gunsmith | 38 Clerical worker |
| 12 Miner | 39 Stenographer, typist |
| 13 Painter | 40 Baker or cook |
| 14 Pipe fitter | 41 Butcher |
| 15 R. R. operating man | 42 Merchant, jobber,
wholesaler |
| 16 Laborer (classified) | 43 Medical man |
| 17 Engineman, fireman | 44 Band musician |
| 18 Stockkeeper | 45 Barber |
| 19 Sheet metal worker | 46 Printer |
| 20 Foundryman | 47 Leather worker |
| 21 Structural steel worker | 48 Tailor |
| 22 Chauffeur—auto | 49 Inspector |
| 23 Chauffeur—truck | 50 Construction foreman |
| 24 Auto mechanic | |
| 25 Gasoline engine repair-
man (not auto) | |
| 26 Bricklayer | |
| 27 Horses, care of | |

Occupations 1 to 5 inclusive have no corresponding numbers at the top of the card since the Army calls for

men by these headings are insufficient to justify their being tabbed.

Under these fifty heads are grouped a large number of subdivisions of each of these occupations. This list covers approximately 95% of the occupationalists needed by the Army.

The letter S at the beginning of the series of numbers at the top of the card relates to another list of important occupational group heads—rare and covering a relatively small number of soldiers. These occupations are known as the “Supplementary List” and are as follows:

- | | |
|---------------------------|--------------------------|
| 61 Airplane mechanic | 78 Metal finisher |
| 62 Artist, camouflage | 79 Millwright |
| 63 Boilermaker | 80 Cooper |
| 64 Architect | 81 Plasterer |
| 65 Balloonist | 82 Detective and police- |
| 66 Pigeon fancier | man |
| 67 Chemist and chemical | 83 Dog trainer |
| worker | 84 Purchasing agent |
| 68 Fire department man | 85 Employment manager |
| 69 Gas plant worker | 86 Engraver, stencil and |
| 70 Crane operator, hoist- | die |
| man | 87 Hydraulic press ope- |
| 71 Banker and broker | rator |
| 72 Instrument maker and | 88 Sanitarian |
| repairer | 89 Mathematician |
| 73 Brush maker | 90 Mule packer |
| 74 Bacteriologist | 91 Munitions worker |
| 75 Laundryman | 92 Undertaker |
| 76 Canvas worker | 93 Heating and ventilat- |
| 77 Compressed air ope- | ing engineer |
| rator | 94 Rubber worker |

95 Water supply man	101 Stevedore, cargo handler
96 Welder, cutter	102 Transportation man
97 Physicist	103 Upholsterer and trimmer
98 Refrigeration operator	104 Writer
99 Psychologist	105 Civil engineer
100 Rigger and cordage worker	106 Commercial engineer

All of these occupations are tabbed at S with the classification symbol number and letter (e. g., 61 p, which means propeller maker) placed just below to distinguish between the various occupations embraced in this group.

The spacers inserted between every five numbers at the top of the card produce the same effect in printing as if the cards had been ruled along the top. In consequence they facilitate the use of the cards in the file, in making it easier to run the eye straight down a drawer full of tabbed cards.

The numbers 5-40 on the lower scale at the top of the card relate to the army specialties on the back of the card and are to provide for another system of tabbing used overseas to designate and locate military proficiency of various needful kinds.

12. *Name, Number, Rank and Race* are to be printed clearly in block capital letters, in the spaces called for. Three spaces for rank or grade are to provide for the soldier's advancement. The first one should be used when the first rank is given and so on. Indicate race by "W" for white, but write out "colored," "Indian," "Japanese," etc., as the case may be. In the case of colored men the use of a rubber stamp is preferable, of such size as neatly to fit in the square marked "Race."

13. *Civilian Occupations.* The interviewer is cau-

tioned not to fill in the occupational section of the card until he has obtained the full history of the soldier's working life. It is suggested that the various occupations, together with the time devoted to each, be noted on a scratch pad. First of all, record the man's present age, then his age on leaving school; this is done in the appropriate squares on the face of the card. The difference must be covered by years of experience.

In the case of each occupation mentioned by the soldier, refer to the Index of Occupations (either Form CCP-4 or CCP-7) and through questioning determine under what sub-head the experience belongs and also the degree of the soldier's skill. Then ascertain the main occupation of the soldier. (This should be determined as a matter of fact without any regard to the needs of the Army; later on the man's Army usefulness is decided on by the classifier, who takes into account his experiences and the Army needs. But this decision may be reversed later when other needs of the Army are emphasized, whereas what is written out on the card as the man's main occupation remains the same.)

14. Main Occupation

(a) Having reached a decision as to what is the soldier's main occupation, the interviewer must get from him exact information regarding the character of his work and the time he has devoted to it.

(b) "*Just what did you do?*" The answer to this question should indicate the exact thing the soldier was engaged on. For example: "Laborer, piled lumber in a sawmill." "Draftsman, drew floor plans for installation of automatic sprinkler system on basis of rough sketches furnished him." "Surveyor, used compass and rough

methods in rerunning original surveys, some experience with transit."

(c) *How good were you at it?* The answer should reveal the man's proficiency in his work. Put a circle around the appropriate letter (A, J) to indicate your appraisal of his skill, whether apprentice or journeyman. (Note. In earlier edition of CCP-1 the three degrees of skill A (apprentice), J (journeyman), and E (expert) were called for. As both J and E are tabbed with a green tab and as it is extremely difficult to distinguish between them in an interview, the latter has been discontinued as a separate class and is now included under J.)

(d) *What was the name of your employer (firm)?* The name of the employer should in all cases be that of the firm or individual—not the foreman or boss—for whom the soldier last worked at his main occupation.

(e) *What is the address of the firm?* The name, business and address of the last employer are required in order that the answers may be checked up by correspondence with the employer if the need arises. Answers should be sufficiently complete for this purpose.

(f) *What was the Department, Shop or Branch at which you worked?* This question is applicable only in the case of a large concern.

(g) *What kind of business was the firm doing?* The primary object of the entry is to obtain the industry, such as, oil refinery, textile mill, saw-mill, etc., in which the man was occupied.

(h) *What were your weekly wages?* The statement of weekly wages received in this position is of value as an index of the soldier's ability in his vocation. However, the interviewer in using this information should

make allowance for any special conditions of employment affecting the wage, for example: particular sections of the country with high or low rates of wages; apprenticeship wages; piece work, particularly in connection with war industries; cases where a man has worked overtime, thus earning a wage in excess of his skill in the trade. As men are prone to give the highest wages ever earned, if only during one week, it is necessary to quiz them closely on this point in order to ascertain the weekly wage representative of the man's earning power.

(i) Finally determine the occupational symbol that properly describes the soldier's main occupation and place it in the space provided under "main occupation." Then indicate by a circle around either "A" or "J" your appraisal of the soldier's skill under that occupation as either "apprentice" or "journeyman." Do this in lead pencil pending a final decision by the trade tester and classifier.

15. *Second Best Occupation* is that thing that the soldier can do next best to his main occupation, and is to be as carefully quizzed for and filled in in the same detail as main occupation save for name of firm, etc.

16. *Third Best Occupation* is that thing that the soldier can do next best to his second best occupation, and is quizzed for and filled out in the detail called for on the card.

17. *Additional Occupations, Hobbies, etc.*, are useful things that the soldier can do in addition to the three things foregoing and also provide for information on such important things as motorcycling, pigeon raising, amateur photography, music and all other things on which time has been spent, whether usefully or not. Write the number of years after each item and the letter

"A" or "J" with a circle about it, according to his degree of skill at it.

Concurrent Occupations.—Put a circle around the figures indicating the time devoted to occupations of minor importance which were pursued concurrently with another occupation. For example: Years engaged in "teaching at night school while regularly engaged as a lawyer," or "driving a light truck while employed as a grocery clerk," would be enclosed in a circle, thus indicating the years so marked are not to be included in the total years represented by the difference between the "age now" and "age at end of schooling."

Professional soldiering is considered as an occupation. "Student" is likewise considered and treated as such, provided the soldier has no other occupation.

After completing the information regarding occupation, the interviewer should see that the years of experience given on the card tally up with the total time that elapsed since the man left school.

18. *The Surgeon's O. K.* opposite each occupation provides a place where indication may be made of the soldier's physical ability to perform the work described, only, however, in the case of limited service men.

19. *Army Specialty* and the two spaces following are to be left blank for use abroad.

20. *Limited Service.* The cards of all limited service men will be rubber stamped "Limited Service" in the square allotted to this information.

21. *Assigned by Personnel Officer as* provides space for a record showing what an enlisted man was assigned for; and should be filled in at the time of assignment.

22. *Final Physical Classification* is used to indicate the rating given a man assigned from a development bat-

tation as acceptable for certain forms of service. Under the "physical findings" on the back of the card is a space "Preliminary Physical Classification," which is filled in for a soldier entering a development battalion.

23. *Preferred* affords a place to be checked when a soldier is considered as satisfactorily placed and therefore not to be disturbed without the consent of his commander or unless some emergency takes priority over the present assignment whereupon he may be transferred.

Training cadres of any organization should ordinarily be checked at "Preferred." These should not, however, consist of skilled tradesmen, as it may be necessary to transfer these men on special imperative requisitions.

24. *Age Now and Age at End of Schooling* give the productive period that is to be completely accounted for on the card. In some cases it may be necessary to approximate the age at end of schooling; as in the case of farmer boys who go to school "off and on."

25. *Marital Condition* is noted by "M" for married, "S" for single, "W" for widower, "D" for divorced. The number of children is to be written in the same space immediately following.

26. *Non-E* is to be checked if the soldier cannot speak English sufficiently for him to be useful in the Army without considerable schooling.

27. *Illiterate* is checked when the soldier is unable to both read and write in some language (not necessarily in English).

28. *Intelligence* is filled in with the "Intelligence Rating" furnished by the psychological examiner (where one is present in the camp).

29. *SD* is checked if the soldier is suspected of disloyalty. Close co-operation should be established between

the personnel office and the intelligence office. Care, of course, should always be exercised that a man is not checked for suspected disloyalty without reasonable evidence. If the evidence is proved to be insufficient, care should likewise be taken to remove the check mark.

Check marks for "Preferred," "Non-E," "Illiterate" and "SD" are to be made in lead pencil so that they may later be removed as improvement and changes may justify.

30. *Height* is to be expressed in approximate figures in feet and inches, for example: 5-7.

31. *Weight* in approximate pounds, expressed alone in figures, for example: 145.

32. *Date of Interview* is to indicate the time the card was written, the remaining space on this line is left for future uses.

33. *Trade Test Ratings.* Eight spaces are provided to accommodate the ratings made by the trade tester in those camps where trade test stations are in operation. "Symbol" provides for the symbol for the occupation under which the soldier has been tested and "Rating" for the letter "N" indicating novice, "A" indicating apprentice, "J" journeyman and in rare cases "E" indicating a journeyman expert.

The purpose of the trade test is to determine by rapid scientific methods whether the soldier possesses the skill he professes. This phase of personnel work is covered by Chapter VI of this Manual.

34. *Ability for Leadership.* In the space devoted to leadership, information is desired which indicates positive ability on the part of the soldier to lead and handle men, not merely the fact that he has at some time directed the efforts of some small group of unskilled workers.

For example: "President, Labor Union, 10 years"; "In charge, ranch 1000 acres, men, 3 yrs.," etc.

35. *Present Assignment and Future Changes.* Provides five spaces for designating the progressive assignment of the soldier. The first space should be filled in when the first real assignment is made. A temporary assignment in a depot brigade company may be indicated in lead pencil in the blank space at the bottom of the card, to be erased when permanent assignment is made.

General Instructions to Interviewers

When engaged at his task, the interviewer has a serious and important duty to perform—serious to the soldier and important to the fullest success of the Army, and with this in mind he must approach his work and develop it into an art.

Be as explicit and yet as concise as practicable. Remember the card goes with the soldier and serves as his record here, overseas and upon return, either for convalescence or for reassignment to industry after the war. It is therefore apparent that the card should not only tell fully the soldier's occupational, educational and military experience and history, but it should tell it clearly and legibly and in such a manner that in a moment of stress the facts may be seen at a glance.

Secretary Baker had this to say in an address to the Eighth School for Personnel Officers at Camp Meigs in August:

"Now we have this great mass of men, these millions of our fellow citizens, each one of them filled with the patriotic desire to do the things which he can do best, but each one inhibited from finding that place by reason of his previous inexperience or by some lack of standard of comparison between himself and someone else. Com-

manding officers probably have no natural uniformity of judgment in the mere matter of personal judgment of men, and the problem is to weld these millions not merely into an army which will fight—any American army will fight, we have discovered that; not merely into an army which is willing to die, if necessary, in order to maintain its position and uphold its traditions—we have discovered now that this is true of Americans everywhere; but an army which will fight with the least wastage, the most effective execution, the most intelligent co-operation, the most complete because the most understanding subordination, and that sort of an army comes only when men are doing the things for which they are by nature and training best adapted. Now that is a very high task; it is a task of contributing the finishing touches of efficiency to this great American army.”

And again:

“I hope that you will remember all the time this one word of caution I want to give you about your task. We deal with people, when we have millions of them, too much as the census taker does; we deal too much with them as though we were making a city directory of them. I went out to Fort Leavenworth a few days ago, and while I was at the Disciplinary Barracks I wanted to see some of the interesting cases of personality of young men who have been drafted into the Army and, carelessly, have fallen afoul of the military regulations. I wanted to get their statement and their attitude towards military life, and after I had been at it for perhaps an hour I found myself asking them the same questions in the same order. I asked them how old they were, whether they were married, if they had ever been in love, and whether their girls had gone back on them, but before very long it was obvious to me that it was becoming mechanical. Now the danger that we have in this personnel work is that with the size of the task and the frequency of the repetition of our

contact with individuals, it is likely to make us fail to remember that each man with whom we deal is more than a card in the index, and is individually a man, that he is an individual American, and that no straight-jacket set of questions will reach his ultimate possibilities."

It is therefore quite apparent that the interviewer should appear to be as much interested in each soldier as though he were the only one to be interviewed in order to get all the details of the soldier's life.

Particularly it is important to get technically right the information on occupation, for this is the basis of the personnel system. After "main occupation" write the descriptive terms covering the particular job handled, for example:

Passenger Locomotive Fireman.

Steel Ship Worker.

Drill Press Operator.

Foreman Printer.

Multiplex Telegraph Supervisor.

"Just What Did You Do?"

"Just what did you do" should be a further elaboration of these duties, covering more exact details, "getting right down to brass tacks," for example:

Had regular passenger run, understands boiler workings and slight repairs.

Laid out and prepared steel plates for erecting and repair of steel ships and supervised while putting on.

Ran automatic drill press, doing machine repair work of rough sort but does not read blue prints.

Farmers, soldiers, students and the like should be carefully quizzed for aptitudes and amateur experience.

Farmers

Talent among farmers is as valuable and should be looked for as carefully as in any other occupation. For example: "Cared for six to eight horses." "Has driven two- and four-horse teams." "Likes to handle horses." "Knows how to care for them in cases of minor sickness, or injury." "Has some knowledge of blacksmithing, horseshoeing, carpentering, concrete work." "Has trained stock and hunting dogs."

Farmers should be quizzed to determine whether or not they have had experience under the following heads in connection with their farm work or between crops:

Blacksmithing	Teamster
Horseshoeing	Farrier
Carpentering	Lineman
Concrete Work	Lumberman
Pipe Fitting	Cooking
Railroading	Butchering
Tractor Driving	Barber
Auto Truck Driving	Shoemaking
Auto Driving	Leatherwork
Gas Engine Work	Etc.

Teamsters

Teamsters are so important in the Army that great care should be used in rating a man as a journeyman teamster. Camp Devens' rules for green tabbing a teamster are:

1. Must drive four horses in train and a tandem of teams.
2. Must be able to care for, feed, grain, clean and adjust harness.
3. Must like horses.

4. Men from logging camps preferred.
5. Not too much education.
6. Must understand care of hoofs.

Precautionary

(a) Don't write across the top, ends or unused spaces of the card.

(b) Don't use the blank space under the heading "Remarks" unless really necessary. It is provided primarily for use in the future to record additional information of any sort, particularly as to a man's best usefulness in a military way, or to his success or failure in any assigned duty.

(c) Don't place any irrelevant or superfluous information on the card; don't write the same information twice on the card.

(d) Don't take anything for granted. When in doubt ask further questions until absolutely sure of the point in question.

(e) Don't mutilate or disfigure the card; it is a permanent record of the soldier.

(f) Don't use spaces not filled out in your camp for some local usage—remember the universality of the card and that it must be used in file with other cards and in any camp in the Army—at home and abroad.

(g) Don't write the word "No" or "None" in answer to questions; use a dash (—) instead, as it makes it much easier to glance over a card and get the essential points quickly. The dash indicates that the questions were asked and no positive information was obtained. A check mark (✓) is universally acceptable as a positive indication and is so to be used wherever practicable on the card as a substitute for "yes."

CLASSIFYING QUALIFICATION CARDS

Requirements for Good Classifying

After the interviewing is completed and the cards have been reviewed by the chief interviewer, they are ready for the classifier, save in the cases of soldiers to be trade tested. In such cases the classification is deferred until the trade testing has been completed, when the cards will be classified in the light of the confirmatory information of the test.

The work of the classifier is highly specialized and requires the closest concentration; therefore the classifiers should wherever practicable be set apart from the rest of the work of receiving men so that they can work alone and without distraction.

Men who have shown unusual aptitude for interviewing usually make good classifiers provided they are consistent in their appraisals and develop a wide knowledge of army trades.

Each classifier should have as his guide a copy of "Army Trade Specifications" (Form CCP-504) and a copy of the Index of Occupations (CCP-4 or CCP-7).

The Trade Specifications are to be thought of as a dictionary of trade terms. In using the specifications it must be borne in mind that they set a high standard and that a journeyman need not meet all of the requirements in order to be classified as a journeyman.

All the information on the card is to be taken into consideration in rating a soldier—his schooling, age, general experience, firm worked for, rate of wage, number of years, leadership, intelligence rating, etc. The decision on each case is whether his card shall be given a green tab, an orange tab, or no tab.

B

FAMER

7-fm

FORGING MACHINE OPERATOR

DUTIES
1. Operation of standard types and various kinds and sizes of forging machines, such as bulldozes and hydraulic presses on general work.
QUALIFICATIONS
2. Should have thorough knowledge of rivet and bolt forging machines, screw, toggle and hydraulic presses for heading staybolts, forms, and all classes of press forgings of various materials. Should have a practical knowledge of coal, gas, and oil types of forge furnace, and the proper heating of various material for forging. Must be able to set and adjust dies and maintain same and be able to turn out uniformly dimensioned product.
SUBSTITUTE OCCUPATIONS
3. Drop forge operator, press operator, heavy forge blacksmith, blacksmith.

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HADGA

7-he

HEAT TREATER

DUTIES
1. Heat treatment in general of steel forgings, finished parts and castings.
QUALIFICATIONS
2. Must be thoroughly experienced in the heating and oil treatment of various grades of steel for annealing or toughening for any kind of work. Must be capable of annealing, quenching and drawing of all kinds of steel forgings and castings, either rough or after being machined. Must be capable of judging temperature by the eye, and familiar with the use of pyrometers. Must thoroughly understand the construction and operation of standard types of coke, oil, gas or electric furnace equipment, and quenching tanks, and have a working knowledge of the metallurgy of steel, at least sufficient to know how it should be heated, treated and cooled, under instruction or by test. Should have had similar experience in forge shop of any industrial plant.
SUBSTITUTE OCCUPATIONS
3. Annealer, heater, forge heater.

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HAEWS

7-h

HORSESHOER

DUTIES
1. Shoeing horses and mules.
QUALIFICATIONS
2. Must be a practical horseshoer, capable of forging, shaping and punching horse or mule shoes from standard stock or bar material. Capable of removing shoes, paring and dressing hoofs, welding caulks, shaping shoes for correction of diseased or malformed feet. Should have some veterinary knowledge, enabling him to care for and correct hoof troubles. Must be able to handle and shoe unbroken horses under rough field conditions, and handle heavy horses and mules. Should have some knowledge of blacksmithing and be able to make welds and do light blacksmith work. Experienced as commercial horseshoer or as horseshoer in construction camp, or employee of company having considerable stock.
SUBSTITUTE OCCUPATIONS
3. Farrier, country blacksmith, blacksmith.

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FIG. 13

Sample page of Army Trade Specifications (Form
CCP-504) (Actual size, 6 x 9 inches, 239 pages)

57

A Green Tab

A green tab is justified and deserved when the soldier's experience is such that, given the tools or instruments or papers of his trade or profession, he can with a minimum of supervision do a satisfactory piece of work for the Army. Such a man for Army purposes is thought of as a journeyman.

Green tabs are also given to experts as graded by the trade test or as otherwise discovered.

An Orange Tab

An orange tab is given to a soldier for apprentice ability or ability less than that described for a journeyman, yet sufficient to be of use with proper supervision, as an assistant, or along with a journeyman, or as an understudy, or as a substitute for a journeyman in an emergency.

Orange tabs are also given for amateur ability along such lines as telegraphy, photography, etc., which can be developed into usefulness through schooling. In certain very rare lines the slightest ability, or even susceptibility for training, may be orange tabbed, such as wireless construction experience.

A soldier may be given as many green tabs as he has occupational skill of journeyman ability or better, and in addition orange tabs for those occupations in which he has apprentice ability. Care should be taken, however, to carefully scrutinize cards carrying more than two green tabs under occupations to see that they are fully justified. Green tabs on schooling and languages are not considered in this respect as duplicating occupational tabs. Only occasionally will a card deserve two green tabs, and very rarely three green tabs.

Many cards carry orange tabs only. Still others in large numbers carry no occupational tabs at all. The latter are spoken of as "unclassified."

A good general rule is: "A green tabbed man is a safe man to recommend; an orange tabbed man—look out."

A High School graduate is tabbed orange at 51; a college graduate green at 51. If a man lacks a year of graduating from High School he should not be given an orange tab unless he has two years (twice what he missed in High School) to his credit in some college, but not a night school or business college. Graduating is looked upon with favor and the man who did not graduate should be penalized.

A man competent to act as an official interpreter, i. e., one who knows the foreign language and is intelligent and educated, is green tabbed. One who can only be used informally in dealing with foreigners is orange tabbed. French interpreters are tabbed at 52; German interpreters at 53; other interpreters at 54.

Symbols Used in Classification

The classifier will indicate by a vertical stroke and cross-bar "+" those numbers on which the tabber is to affix a green tab and by a vertical stroke alone "|" where an orange tab is to be affixed.

The occupational symbol letters, which together with the occupational number constitute the "symbol" (example, 38g), are to be written at the top of the card beside each tab placed on occupational numbers. Where the soldier's ability is classifiable under several sub-heads of a given group head, the symbol letters of the several sub-abilities are to be placed beside the tab.

Symbol letters, as a general rule, should be placed to the right of the tab near the top of the white space just under the next occupational number. Where two tabs are adjacent the letters may be placed to the left of the tab.

Capital block letters $\frac{1}{8}$ " high (example, **CM**) should be used for symbols. They are readily legible and can be made uniformly by all classifiers. Classification markings and letters should be made in red ink.

The space between the top edge of the card and the line below the lower scale is reserved for classification marks and should not be used for any other purpose.

Where the classifier, in the light of his broader experience and knowledge, does not concur in the classification of a soldier as expressed by the interviewer in the box provided for this purpose under the various occupational spaces on the card, he will edit the classification to suit the conditions.

In camps where trade testing is not carried on the classifier will not have the advantage of confirmatory trade test data in making his classifications.

Care should be taken that the markings for tabbing are drawn long enough so that a significant portion will be exposed after the tabbing has been done. This permits of verifying the work of the tabber as to whether he affixed the proper colored tab at the proper place. Also the symbol letters should not be covered in part in pasting on the tab.

The entire technique of the work of classifying is so important to the successful and instantaneous use of the cards that it should be entrusted only to men of precision—well balanced, careful, diligent, consistent and of rare good judgment.

TABBING

Method of Affixing Tabs

After the qualification cards have been made out, classified and inspected, they are ready to be tabbed. Tabbings consists in affixing small celluloid tabs to the top of the card over the various classification numbers. The object of tabbing the cards is to render skill or partial skill in any occupation conspicuous, easily counted, and easily located in a card file.

The mechanical process of attaching tabs to the cards over the numbers may be delegated to any careful man with clerical experience. The tabs may be moistened by the use of a wooden wedge so placed in a dish of water that the point of the wedge stands just above the surface of the water. Another method is to dip a knife blade in water and then insert it between the two flaps of the tab. Care should be taken that moisture is applied well up in the seat of the tab and that pressure is exerted with the fingers long enough for the tab to be firmly stuck to the card. The tab should also be firmly seated on the edge of the card so as to prevent lateral movement that tends to loosen it and later cause it to be severed from the card.

A green tab will be attached where the classifier indicates with a vertical line and cross-bar "+," an orange tab where only a vertical line appears "|."

Special Directions

(a) Accuracy and neatness should be insisted upon from the beginning. Each tab must be placed squarely over the designated number and equally distant from the two adjoining numbers. As a test of this, look over the

cards of a company and see if all the tabs line up perfectly.

(b) The tabber should remember that an improperly tabbed card will work hardship to some one; that an untabbed card is a card lost; that each lost card will reduce by so much the efficiency of the Army and will work an injustice to a fellow-soldier, possibly depriving him of his chance for promotion.

(A black tab was formerly used to designate journeyman ability of secondary importance to that ability green tabbed on the same card. This practice is now obsolete and all black tabs that remain on soldiers' qualification cards are to be removed and green tabs substituted for them. The X mark used to designate apprentice ability needful to the Army is also abandoned but existing X marks need not be removed.)

Army Specialties will be recorded upon the card overseas and the card will be tabbed accordingly. White tabs, upon which are written the appropriate number, will be affixed to the card on the basis of the second scale of index numbers, i. e., the 5, 10, 15, 20 scale. When green or orange tabs interfere, the white tabs will be placed as near as possible to their correct positions on the second scale.

REPORTING OCCUPATIONAL STRENGTH

In depot camps where reports are made to Washington of the number of apprentices and journeymen under various occupations for each draft, it is necessary for the chief classifier to review the tabbed cards at the time of making up the report in order to decide by which occupation each soldier is to be reported, since this will depend on the pressing needs of the Army for the cur-

rent month. When this is done a lead pencil check mark placed by the tab and symbol of the occupation counted and reported will enable the camp to deliver the man under the head reported when requisitions are later received. (This lead pencil check mark takes the place of the old system which employed green, black, orange X and orange tabs.)

All men of experience in certain occupations, designated by the War Department, will be trade-tested, if a trade-test has been prepared for the occupation, and a letter (CCP-3) will be sent to the former employer of those who qualify, with a franked envelope addressed to The Adjutant General. A duplicate qualification card will be made out and also mailed to The Adjutant General. In this way the War Department will be given detailed information regarding such men from their qualification cards and from reports from their former employers.

FILING

Filing the Cards

The cards should be filed alphabetically by companies and regiments or similar organizations.

In depot brigades and replacement organizations the cards of "preferred" men should be filed first and separated from the remainder of the organization, or they may be filed in a separate drawer. These preferred men should constitute the training cadre who are not to be transferred—the others are available for transfer. The cards for limited service men must also be separated from general service men in the file. The cards for limited service men in the Development Battalion will be filed in the office of the development battalion personnel officer until such time as the men are available for trans-

fer out of the Battalion. Then the cards should be returned to the regular files in the camp personnel adjutant's office.

Replacement Cards

When a man's card is removed from the file for any purpose, a replacement card should be put in its place. This card should record the man's name, where the original card is, and the date of removal. To fill this need, a green replacement card has been issued (Form CCP-2). In those offices where it is possible to remove cards, order the men transferred, and have the whole matter settled very promptly, the need is not great for such a system. But where cards are removed from the file and kept under consideration for some time before the transfer is effected, replacement cards are essential.

Letters of Recommendation

Letters of recommendation concerning soldiers received by the personnel adjutant from employers and others relative to enlisted men will not be filed. Valuable information taken from such letters will be entered in brief upon the qualification card. Such letters will either be destroyed or be given to the man himself at the discretion of the personnel adjutant. A brief acknowledgment should be mailed to the author of each such letter, when addressed to the Camp Commander and referred to the personnel adjutant.

SCHOOLING INTERVIEWERS

The interviewers should be carefully selected and trained in their duties by the personnel adjutant, who engages for this work only those whose judgment, intelli-

5 REPLACEMENT CARD 6			
NAME		NAME	
TEMPORARY DETAIL		UNDER CONSIDERATION FOR TRANSFER	
Co.	Atm.	Co.	Atm.
Reg.	Reg.	Co.	Atm.
Nature of Detail	Requisition Number	Reg.	Reg.
Date	Date	Nature of Detail	Requisition Number
UNDER CONSIDERATION FOR TRANSFER		TEMPORARY DETAIL	
Co.	Atm.	Co.	Atm.
Reg.	Reg.	Co.	Atm.
Requisition Number	Nature of Detail	Reg.	Reg.
Date	Date	Nature of Detail	Requisition Number
NAME		NAME	
TEMPORARY DETAIL		UNDER CONSIDERATION FOR TRANSFER	
Co.	Atm.	Co.	Atm.
Reg.	Reg.	Co.	Atm.
Nature of Detail	Requisition Number	Reg.	Reg.
Date	Date	Nature of Detail	Requisition Number

FIG. 14

Replacement Card (Form CCP-2). (Actual size 5 x 8 inches)

gence and experience indicate that they are capable of interviewing the men intelligently and recording accurate data about their abilities.

The number of interviewers required will depend upon local conditions. An interview requires from ten to twelve minutes, and on this basis one can determine how long the work will take for any given number of interviewers.

Instruction of Interviewers

Here again local conditions will determine how much time can be spent on instruction. What is outlined below is considered necessary when a large number of men are to be interviewed. The fact must be squarely faced that first-class work cannot be obtained unless the interviewers really understand the nature of the work and have had some drill in actually making out the cards. Five periods of instruction of about two hours each are outlined here.

First Period of Instruction

Give a lecture covering the broad general scope of the work as outlined in Chapters I and III of this Manual. Then go over carefully the features of the qualification card and then have each one make out a card for himself. Have the cards turned in at the close of the period. Distribute copies of the Index of Occupations for the men to study before the next period.

After the men are gone, go over their cards carefully and eliminate those whose records are poor or who have shown little aptitude for making out a card, including those whose handwriting is illegible.

Second Period of Instruction

Give a lecture covering the methods to be pursued in handling the men as they are interviewed. Spend some

time in explaining the Index of Occupations. Then quiz the group as to what is the nature of various occupations and how they are classified in the Index. For example, ask such questions as these:

- (1) What is a "highway engineer"? How classified? How is this work distinguished from that of a railroad engineer?
- (2) How classify a "head waiter"? Of what use is he to the Army?
- (3) What is the difference between Group 5, Business Man; Group 42, Merchant, Jobber or Wholesaler, and Group 106, Commercial Engineer? (Group 42 is primarily to cover men who might be useful as supply sergeants or officers; Group 106 composes those popularly known as "efficiency engineers"; Group 5 includes business men whose experience does not render them especially valuable to any particular position in the Army.)
- (4) Where are buzzer operators classified?
- (5) Where are French interpreters classified? Etc.

Supply the interviewers with copies of Chapter V to read over before the next period.

Third Period of Instruction

Spend a few minutes calling attention to mistakes made by them in filling out their own cards. Supply them with copies of actual cards with the names omitted and numbers used instead, and have each one classify these cards. As fast as they finish a card they can pass it to the man on their left; in this way 40 cards will keep 30 men well occupied. They can record their classification on a sheet of paper in this way:

Number of Card	Green Tabs	Orange Tabs
1	8br✓ 8b	29tr 51
2		27t✓
3	67ce✓ 53	53
4	7g✓ 7h	68
5	31t✓	29m

Carefully supervise the work so as to rectify mistakes or misunderstandings as they arise. After the cards have been classified, collect them, and call upon various interviewers to tell how they classified the cards. Out of the general discussion that will arise, many misunderstandings will be straightened out.

Fourth Period of Instruction

Go over the points in Chapter V of this Manual carefully and ascertain that all are in complete agreement as to what each point means. Spend the remainder of the time on further drill regarding the Index of Occupations. Time spent in mastering it now will save much time during interviewing and will result in superior work.

Fifth Period of Instruction

Arrange to have one company interviewed, say at 8.00 A. M. Afterwards, go over the cards carefully with the interviewers, pointing out mistakes and showing what should have been done instead. It is well to have some one present at the discussion who knows the men classified so as to throw light on what type of man each is.

The interviewer should now be ready to handle the work in fair shape. However, as outlined above, an expert interviewer should be detailed to go over each card to see that it is properly made out and to notify the personnel adjutant if any interviewer is continuing to make the same mistake. The personnel adjutant

should closely supervise the work of interviewing by observing from time to time the work of each of his interviewers.

Further Instructions

The best personnel offices provide for regular instruction for their interviewers during lull periods between drafts. Visits are made to nearby industrial plants so that the interviewers can actually see just what are the processes involved in the particular industries. Lectures are given by expert accountants, civil engineers, sanitarians, etc., as to the nature of their work. At one Southern camp, on hearing that drafted men were to be received from Ohio, the interviewers made a study of that State's industrial life in order to be prepared to discuss intelligently the new occupations which would be represented in the draft.

CHAPTER VI

TRADE TESTS

TRADE TEST PROCEDURE IN CAMPS

Trade tests were devised by the Committee on Classification of Personnel in the Army to meet the need for an exact method of determining trade skill. The tests when properly administered confirm or modify the statements of trade ability which have been entered by the interviewers on the qualification cards. If trade ability is present, the trade test determines the degree of skill possessed.

Personnel adjutants in their use of trade test data must remember that assignments may depend on other elements than trade ability and degree of skill. These other elements include schooling, experience, age, physique, and the like. In addition, therefore, to the findings of the trade tests, all such information given by the qualification card must be used. The results of the trade tests become of greatest importance when the Army assignment requires civilian trade ability.

A second point that should be noted in this connection by personnel adjutants, is that trade tests determine only the presence of trade ability and the degree of skill *actually possessed*. They are not prophetic tests which indicate probable aptitudes for trades which the person tested has never followed.

Relation to Camp Personnel Adjutant's Office

The camp personnel adjutant has charge of all per-

Test Station		Trades Use Symbols																	
Name Print		Last		First		Middle		Rated By				Posted By							
Organization		Date		College or University		Symbol		Tab		Yrs.		Rating		Performance Score		Picture Score		Recommended for	
Age		School: 034567891011121314		College or University: 1234															
Trade School		yr.		mos.															
Name of Firm where Last Employed:																			
Town or City																			
State																			
NON-E		L		.		s													
Names of Examiners		Test (symbol and type)																	
1.																			
2.																			
3.																			
4.																			
5.																			
6.																			
7.																			
8.																			
9.																			
10.																			
11.																			
12.																			
C. C. P. 177																			

C. C. P. TRADE TEST RECORD

FIG. 15

Face of Trade Test Record Card (Form CCP-577)
(Actual size, 5 x 8 inches)

Name			TEST STATION										Trades										Use Symbols									
Print		Last	First					Middle					Trades					Use Symbols														
Symbol		Issue.		Issue.		Issue.		Symbol		Issue.		Issue.		Issue.		Symbol		Issue.		Issue.		Issue.										
Oral	Picture	Oral	Picture	Oral	Picture	Oral	Picture	Oral	Picture	Oral	Picture	Oral	Picture	Oral	Picture	Oral	Picture	Oral	Picture	Oral	Picture	Oral	Picture									
1	1	21	1	21	1	21	1	21	1	21	1	21	1	21	1	21	1	21	1	21	1	21	1	21								
2	2	22	2	22	2	22	2	22	2	22	2	22	2	22	2	22	2	22	2	22	2	22	2	22								
3	3	23	3	23	3	23	3	23	3	23	3	23	3	23	3	23	3	23	3	23	3	23	3	23								
4	4	24	4	24	4	24	4	24	4	24	4	24	4	24	4	24	4	24	4	24	4	24	4	24								
5	5	25	5	25	5	25	5	25	5	25	5	25	5	25	5	25	5	25	5	25	5	25	5	25								
6	6	26	6	26	6	26	6	26	6	26	6	26	6	26	6	26	6	26	6	26	6	26	6	26								
7	7	27	7	27	7	27	7	27	7	27	7	27	7	27	7	27	7	27	7	27	7	27	7	27								
8	8	28	8	28	8	28	8	28	8	28	8	28	8	28	8	28	8	28	8	28	8	28	8	28								
9	9	29	9	29	9	29	9	29	9	29	9	29	9	29	9	29	9	29	9	29	9	29	9	29								
10	10	30	10	30	10	30	10	30	10	30	10	30	10	30	10	30	10	30	10	30	10	30	10	30								
11	11	31	11	31	11	31	11	31	11	31	11	31	11	31	11	31	11	31	11	31	11	31	11	31								
12	12	32	12	32	12	32	12	32	12	32	12	32	12	32	12	32	12	32	12	32	12	32	12	32								
13	13	33	13	33	13	33	13	33	13	33	13	33	13	33	13	33	13	33	13	33	13	33	13	33								
14	14	34	14	34	14	34	14	34	14	34	14	34	14	34	14	34	14	34	14	34	14	34	14	34								
15	15	35	15	35	15	35	15	35	15	35	15	35	15	35	15	35	15	35	15	35	15	35	15	35								
16	16	36	16	36	16	36	16	36	16	36	16	36	16	36	16	36	16	36	16	36	16	36	16	36								
17	17	37	17	37	17	37	17	37	17	37	17	37	17	37	17	37	17	37	17	37	17	37	17	37								
18	18	38	18	38	18	38	18	38	18	38	18	38	18	38	18	38	18	38	18	38	18	38	18	38								
19	19	39	19	39	19	39	19	39	19	39	19	39	19	39	19	39	19	39	19	39	19	39	19	39								
20	20	40	20	40	20	40	20	40	20	40	20	40	20	40	20	40	20	40	20	40	20	40	20	40								
Total	Time	Total	Time	Total	Time	Total	Time	Total	Time	Total	Time	Total	Time	Total	Time	Total	Time	Total	Time	Total	Time	Total	Time	Total								

FIG. 15a

Reverse of Trade Test Record Card

sonnel work relating to enlisted men, including the trade test work. His office is divided into sections, one of which is the Trade Test Section, directed by a Captain or a First Lieutenant. All trade test work is carried out under the immediate direction of the trade test officer.

Qualifications of the Personnel in the Trade Test Section

The officer in charge of trade testing must understand the importance of accuracy and standardized procedure. In addition, he must train his testing staff to conform exactly to the procedure prescribed by the tests and trade test manual, and teach them so to examine the soldier as to render him alert and at ease. To be successful, a trade tester must learn to hold the attention and interest of the soldier he is testing.

Men from almost any profession may become good trade testers. Men with training in any of the exact sciences or in accounting are apt to qualify on the side of accuracy. Engineers and men with training in laboratory psychology are especially likely to be successful in administering performance tests. A high school education should be a prerequisite. College graduates are preferred. Shop experience is not necessary. Trade tests can be given successfully by men who know nothing of the practice of the trade for which the test has been made. Whenever possible, limited service men should be used for the enlisted personnel of the Trade Test Section.

The Trade Test Section

After the soldier has been interviewed and his Qualification Card (Form CCP-1) filled out, he passes to a table at which representatives of the Record Section and the Trade Test Section are seated. From his qualification card, it is here determined whether he claims trade ability.

The trade test representative determines (1) the test to be given in his main occupation, (2) the tests to be given in secondary occupations.

This information is indicated by symbols which are entered by the trade test representative in the upper right-hand corner of the reverse side of the Trade Test Record Card (Form CCP-577). For example: *24 g*, meaning "auto-mechanic, general repairer"; *24 c*, meaning "auto-mechanic, carbureter repairer"; *23 t*, meaning "chauffeur, truck driver." On the same (scoring) side of Form CCP-577 the soldier's name is entered.

On the front of the card, the soldier's organization is entered, but all other spaces on this side of the card are left blank.

The Qualification Cards (Form CCP-1) are sent to the Assignment Section and the Trade Test Record Card (Form CCP-577) is used for all record purposes in the Trade Test Section.

The qualification cards of soldiers being tested will be kept alphabetically by companies in a separate file in the Assignment Section. They will not be classified until the trade test ratings have been entered by the non-commissioned officer from the Trade Test Section. When this has been done the qualification cards will be classified, tabbed and placed in the general file.

Oral and Picture Test Procedure

An orderly receives Form CCP-577, and directs the soldier to any unoccupied oral tester, delivering with the soldier his trade test record card. If the soldier cannot be tested at this time, he is dismissed and his trade test record card is sent to the non-commissioned officer in charge of trade test records, who files the cards by com-

panies, alphabetically, for follow-up purposes. The soldier should be recalled for the test as soon as possible.

Each trade tester should be seated at a table with a seat opposite for the soldier to be tested. Between each such couple of tester and soldier there should be a partition so that conversation in one booth will not be overheard in the next. There should be a partition between the tester and the soldier, low enough so as not to interfere with the view of each other but high enough to prevent the soldier from seeing what the tester writes upon his record card.

The tester records on the back of Form CCP-577 the scores, total and rating for each test given. After all the oral and picture tests specified by symbols have been given, but before the soldier is dismissed, in every case he is sent with his card to the trade test officer, who inspects his record on Form CCP-577, interviews the soldier, and determines whether he should be given additional trade tests. If so, the proper symbols are placed on his card and the procedure outlined above is repeated. When the oral and picture testing is completed, the trade test officer inspects the trade test record card and, if O. K., sends it to the non-commissioned officer in charge of trade test records.

Performance Test Procedure

Owing to their nature, performance tests cannot be given with the same dispatch as oral tests and picture tests. They do not lend themselves as do oral and picture tests to functioning with the other sections of the personnel office.

Performance testing, therefore, will be organized in most cases to function largely within itself; groups of

candidates being ordered from barracks, and tested without relation to their progress through other sections of the personnel office.

Inside Performance Tests

The building for inside performance tests should be located adjacent to the detention barracks but not within the area where quarantine will be likely to hamper the work. For a suggested floor plan of the inside performance test building, see Fig. 16 page 130).

Inside performance tests should be under the supervision of a battalion sergeant major. He has two sergeants as his assistants for scoring the tests. The equipment, materials and tools and the general administration of the inside performance tests, including the routing of the soldiers, are in charge of a sergeant. The actual administering of the tests may be done by privates.

Owing to the fact that the soldiers to be tested by inside performance tests are scattered through various companies and barracks and the fact that testing equipment is limited, it is necessary to prepare lists of men to be tested, whenever possible, forecasting the work for at least twenty-four hours. These lists are prepared from the trade test record cards which have been sent from the non-commissioned officer in charge of the follow-up file to the non-commissioned officer in charge of inside performance tests.

The notification sent the companies should include the place, time and person to whom the soldiers are to report. The trade test officer makes sure that the soldiers will report for the tests as specified. Whenever possible, companies should be notified the day before men are to report for testing.

Soldiers waiting to be tested must be prevented from observing others being tested and must not be permitted to question those just tested. In testing, care should be taken that tests and soldiers are so located as to prevent observation and communication between men taking the same test.

Before beginning the test, the tester should make certain that the test equipment is complete and ready for the test, and at its completion, before the soldier is dismissed, a second check should be made.

Whenever practical, the product of the test shall be scored and rated immediately upon its completion; otherwise the product shall be clearly identified for subsequent scoring and rating. In both instances the scores must be entered upon Form CCP-577, these cards totaled, rated and returned to the non-commissioned officer in charge of trade test records. (See Instructions for Giving Performance Trade Tests.)

Accountability for all equipment, materials and tools rests with the Trade Test Officer, and *under no circumstances shall they be used for purposes other than Trade Testing.*

Outside Performance Tests

The plan for routing of the men and the use of Form CCP-577 are in general the same for outside as for inside performance tests. Specific directions are given in the instructions for each test.

The Disposition of the Trade Test Record Card (Form CCP-577)

When these cards have been received from the oral, picture, inside and outside performance tests, by the non-commissioned officer in charge of trade test records,

the totals and ratings are verified. Specific instructions will be issued on the proper procedure to be followed in combining the ratings of the oral, picture and performance tests when they differ for a single trade.

When the ratings have been verified on Form CCP-577, these cards are arranged alphabetically by companies and the non-commissioned officer in charge of trade test records should personally take them, as soon as possible, to the Assignment Section of the personnel office. He should there post in ink the ratings from Form CCP-577 to the soldier's qualification card. He should also stamp on Form CCP-1 "CCP Trade Tested" on the right-hand end of the card in the blank space above the last column of the Supplementary List of Occupations. He should transcribe from Form CCP-1 the information called for on the front of Form CCP-577.

No forms, records or reports other than those called for in official instructions are necessary or advisable.

The Trade Test Record Cards (Form CCP-577) should not be retained permanently by the Trade Test Section, but should be sent to The Adjutant General. The cards covering a single draft should be mailed complete within five days after the last test for that draft is given. •

Before they are mailed, these cards should be assorted according to the trade symbol written at the head of the first column on the reverse (scoring side) of the card, and all the cards of like symbols should be arranged alphabetically by names of soldiers.

The packages of cards when prepared for mailing should not exceed a weight of four pounds. Each package must be marked on the outside so as to indicate the draft covered, the number of packages sent for that draft increment and the number of that particular package. Thus,

"August draft, 12 packages, No. 7," meaning that the cards contained in that package cover the examinations of men coming into camp in the August draft, that there are 12 packages being sent, and that this is package No. 7. The name and address of the sender must appear both inside and outside of each package.

In package No. 1, a statement should be enclosed showing the following data for each draft:

Number of men tested White Colored	Number Enlisted Men Assigned Detailed
Number Officers Assigned Detailed	Number of tests given White Colored
Per cent of Draft Tested White Colored	Number of man-hours expended in each draft period

Special Reports

Questions and suggestions concerning any features of trade tests should be submitted through channels to The Adjutant General.

Under no circumstances should changes be made in the prescribed methods of giving the tests, unless formally authorized.

INSTRUCTIONS FOR GIVING ORAL TRADE TESTS

Importance of Exact Procedure

In order that the oral trade tests may be used effectively, it is necessary that examiners follow to the letter these "Instructions for Giving Oral Trade Tests." Al-

though the tests have been carefully prepared, they will not give uniform results unless examiners use them uniformly. Consequently, no change must be made in the tests themselves, nor in the manner of administering them, until official notice is given to that effect. In case a certain answer comes repeatedly to a given question, giving the examiner reason to believe it is a correct answer, even though it is not recorded, the examiner should bring the matter to the attention of the officer in charge at the earliest possible moment.

Even with the use of well standardized tests under the most carefully controlled conditions the rating of men by this means is subject to error in some cases. This fact is mentioned to warn examiners against yielding to the temptation of permitting their judgment of what the candidate knows to influence his score. Provision is made on the test record card for noting any facts which the examiner feels should be made a part of the test record, such, for example, as that the candidate was in unfit physical condition at the time of the testing.

Statement to the Candidate

Preliminary to giving the test, the examiner will make a statement to the candidate which must cover and be limited to the following points:

1. Why the test is given.
2. The importance of thinking carefully before answering in order to do as well as possible.
3. The necessity of making the answers brief and to the point.
4. The fact that there are no "catch" questions.

The exact wording is not prescribed because of the obvious difficulty of making it suit all examiners under

varying conditions. Note the following sample statement:

"We are going to give you a test to find out how much you know about your trade. Think carefully before you answer so as to do as well as you can. Make your answers brief and to the point. There are no catch questions in this test."

Giving the Tests

1. Ask each man all the questions (except the supplementary questions) in the order given.

2. Be very careful to make yourself heard distinctly.

3. Do not change the questions.

4. Do not prompt the candidate in any way.

5. Do not illustrate any terms with gestures. The tendency to illustrate such expressions as vertical, parallel, and the like, is to be particularly guarded against.

6. Give no indication whatever, by comment, facial expression or otherwise, of the quality of the candidate's answers.

7. Give special emphasis to underscored words: e. g., What are *metal* platens made of? What is the *practical* limit for vacuum.

8. Guard against giving any clue to the answer through emphasis on any particular word unless it is underscored.

9. Numbering and lettering of answers:

(a) Each complete answer is numbered.

For example,

Q. What is attached to the ribbon which causes it to reverse?

A. (1) Eyelet.

Score 4

(2) Stud.

Score 4

In such a case either answer is a perfect-score answer and should be scored 4.

- (b) Each required part of an answer is lettered.

For example,

Q. What are the three most common styles of type?

- A. (1) a. Pica. Score 4
b. Elite.
c. Medium Roman.

In such a case all three parts of the answer are required for a perfect-score answer.

Any one should be scored 2; any two should be scored 3.

- (c) When the question calls for a specific number of items and more than this number are listed under "A," numerals and letters are omitted and instructions for scoring are given below the last item to the right.

For example,

Q. Name two tools used for shearing off rivet heads on heavy work.

- A. Buster.
Cutter.
Chisel bar. Any two, Score 4

10. Use of answers given:

- (a) One or more answers are given to each question as a guide to the examiner. It is not assumed, however, that candidates are always required to answer in these terms. In general only the key word is given.

- (b) In some cases more than one perfect-score answer is given. These are acceptable answers

whose quality cannot be readily inferred from the first answer shown.

For example,

Q. What lifts the ribbon when printing?

A. (1) Ribbon shield. Score 4

(2) Oscillating (actuating) arm. Score 4

(3) Vibrator. Score 4

- (c) In some cases a zero answer is given. Such an answer should be scored 0 without repetition or follow-up questions. It is in effect a guess answer. The candidate should not be permitted to guess again.

For example,

Q. What kind of a seam is used in heavy pipe?

A. (1) Rivet seam. Score 4

(2) Lock seam. Score 0

- (d) The general rules to be followed are:

(1) In case an answer cannot be scored on the basis of the answer given, repeat the question or use appropriate follow-up questions as indicated in Sections 11 and 12.

(2) In case of doubt as to whether an answer should be scored 0 at once or followed up, always follow up.

11. Repetition of questions:

- (a) A question should be repeated, except as noted below in paragraph (b), under such conditions as the following:

(1) When no answer is given, in order to make sure that the candidate heard clearly.

(2) When the candidate says, "I don't understand the question," or the equivalent.

(3) Whenever the answer cannot be scored and

repetition of the question seems the appropriate procedure.

(4) When the candidate is slow in answering.

(b) An answer which is unequivocally wrong should be scored 0 without repetition or follow-up questions.

For example,

Q. When filing cast iron in a lathe, what happens to the cast iron if you run the lathe too fast?

A. (1) Case-hardens it. Score 4

(2) Glazes it. Score 4

If the candidate should answer "Softens it," he should be scored 0. Repetition in such a case is practically equivalent to saying, "Wrong! Guess again."

12. Use of follow-up questions:

Whenever an answer cannot be scored on the basis of the answers given, the examiner should use one of the following questions according to the particular needs:

(a) Anything more?

(b) Any other name for it?

(c) Any other way of saying the same thing?

(d) Any other way of doing it?

13. An answer which includes the correct answer but with additional statements, is to be given full credit, except when any part plainly negates the correct answer.

For example,

Q. In what direction do the coils run in relation to the laminations on a drum wound armature?

A. (Required answer.) At right angles (across).

(Candidate's answer). At right angles or parallel.

"Parallel" plainly negates "at right angles."

Therefore the answer should be scored 0.

14. When the required answer contains a given number of items and the candidate exceeds this number, the examiner should say:

"The question calls for (one), (two), (three), (four). What is your answer?"

For example,

Q. What two metals are cam-shaft bearings made of?

A. (Required answer). (1) a. Bronze.

b. Babbitt.

(Candidate's answer). Bronze, babbitt, steel.

(Examiner). The question calls for two. What is your answer?

15. When the question calls for a name and the candidate answers in terms of a description, the examiner should say:

"The question calls for a name, not a description. What is your answer?"

16. Whenever necessary the examiner may ask the candidate to repeat his answer.

17. Do not permit the candidate to talk endlessly after he has made his answer. Give him the next question.

18. Use of supplementary questions:

If the examiner has reason to believe that the candidate had knowledge of the questions previous to the testing, he should ask him selected questions from the list of supplementary questions. A candidate who has had trade experience should score at least one-third the possible number of points.

Since these supplementary questions are to be used only as a check, they should be asked only when necessary. No one candidate should be asked all of the supplementary questions. The score attained by the candidate on these

questions should not affect his score on the test. Whenever they are used, a note to that effect, together with the score attained on these questions, should be made on the record card.

Note: The printing of supplementary questions has been discontinued. The above statement, therefore, refers only to the early tests.

Scoring

1. Score the answer to each question before giving the next question.
2. Score a perfect answer 4.
Score a half-perfect answer 2.
Score a failure 0.
If you cannot decide whether to score 4 or 2, score 3.
If you cannot decide whether to score 2 or 0, score 1.
3. (a) When a question consists of two parts, each part is to be allowed 2 points.
(b) When a question consists of three parts:
One part to be allowed 2 points.
Two parts to be allowed 3 points.
Three parts to be allowed 4 points.
(c) When a question consists of four parts, each part is to be allowed 1 point.
4. Partial credit scores are to be given only after repetition or follow-up questions fail to bring a perfect-score answer.
5. (a) Alternative terms are enclosed by parentheses. Those terms in the answer of which the words in parentheses are alternatives, are underscored. For example,
A. Add inductance (loading) coil.
(b) When all that precedes the parentheses is alter-

native with that in the parentheses it is not under-scored. For example,

A. Cut off air (choke it).

6. Unless the question specifically calls for a range of values, the candidate is not required to give a range even though the answer is in this form. Either extreme or any value within the limits is accepted. For example:

Q. What is the usual distance apart of pipe hangers?

A. 8 to 10 feet.

Score 4

If candidate answers, 8, or 9, or 10 feet, he is to be scored 4.

7. In the case of two answers in terms of a range, the first answer represents the best limits, and the second answer the extreme limits.

(a) An answer which falls within the best limits is to be scored 4.

(b) An answer which falls outside the best limits but within the extreme limits is to be scored 2.

(c) An answer which falls outside the extreme limits is to be scored 0.

(d) When the candidate answers in terms of a range, score each end of the range separately and take the average for the score for the question. For example:

Q. How much stock should be left in a 1 1-4 inch hole for hardening and grinding?

A. (1) 5 to 8 thousandths of an inch.

Score 4

(2) 3 to 10 thousands of an inch.

Score 2

Sample answers:

(1) 5 to 10 thousandths of an inch. This should be scored "3" on the following basis:

5—Score 4

10—Score 2

Average score—3.

- (2) 3 to 12 thousandths of an inch. This should be scored "1" on the following basis:

3—Score 2

12—Score 0

Average score—1.

8. In all cases score the candidate's answer on the basis of what he says, not on the basis of what you think he knows.

9. The candidate's Oral Test Score is obtained by adding the scores for the individual questions.

10. The candidate will be rated according to the instructions given in each test.

INSTRUCTIONS FOR GIVING PICTURE TRADE TESTS

Giving the Tests

In giving picture tests the same instructions govern in the main as for giving oral tests.

1. Every picture trade test is prepared in two folders, one for the examiner and one for the candidate. The examiner's folder contains the questions and answers for the test. The candidate's folder contains the pictures upon which the questions are based.

2. Place in front of the candidate the folder containing the pictures.

3. Precede each question by stating the number of the picture, to insure that the candidate is looking at the right picture while the question is being asked.

4. The examiner may point to a picture instead of designating it by number if that is found more convenient.

5. Repetition of questions: (See paragraph 11a, Instructions for Giving Oral Trade Tests.)

6. If the candidate gives an incomplete answer, or an

answer so different from the correct answer that his knowledge cannot be judged, (See paragraph 12, Instructions for giving Oral Trade Tests.)

7. If the candidate points to the correct part of the photograph instead of stating the letter notation on that part, his answer is acceptable in that form.

8. The examiner may, at his own discretion, point to any part of the picture which is mentioned in the question but should be careful not to call attention to any part which will serve to prompt the candidate.

Scoring

1. In all cases score the candidate's answer on the basis of what he says, not what you think he knows.

2. A perfect answer is scored 4. An imperfect answer is scored 0.

3. No partial credits are allowed.

4. If a question can be answered in several ways, the acceptable answers are listed and numbered. The note "One sufficient" means that the candidate only needs to give one of the answers in order to obtain a score of 4. The note "Both required" means that the candidate must give both of the listed items in order to obtain a score of 4.

5. Equivalent words are printed in parentheses. The word in parentheses is equivalent to the word immediately preceding the parentheses.

6. The printed answers are not complete answers in the ordinary sense. The scoring system is based on key words.

7. The candidate must use *all* the key words in *one* of the answers listed as correct. He may say more, of course, but should not be permitted to ramble.

8. The candidate is not required to give the key words in the order in which they are printed.

9. Score the answer to each question before giving the next question.

10. If the candidate gives a satisfactory answer which includes the correct answer for subsequent questions, the examiner will silently score the candidate "4" on those subsequent questions without asking them.

For example,

1. Q. What is that?

A. Arrester.

2. Q. What kind of arrester is that?

A. Aluminum.

3. Q. What is that arrester used for?

A. Protection against lightning.

If the candidate should answer in response to the first question: "Aluminum arrester to protect against lightning," then the examiner should score the candidate "4" on all three questions without stating the last two questions.

11. The candidate will be rated according to the instructions given in each test.

INSTRUCTIONS FOR GIVING PERFORMANCE TRADE TESTS

Giving the Tests

1. Before giving a test, the examiner will make a statement to the candidate which must cover and be limited to the following points:

(a) Name of the trade.

(b) Reason for giving the test.

(c) Importance of working carefully or rapidly, or both.

2. The exact wording is not prescribed because of the obvious difficulty of making it suit all examiners under varying conditions.

Note the following sample statement: "We are going to give you a practical job in Pattern Making to find out how much you know about your trade. Work as quickly and as well as you can." Follow with the specific instructions.

3. Specific instructions for every performance test are different. Therefore, examiners will study carefully each performance test before attempting to give it.

4. A performance test consists of five parts:

- I. Test equipment.
- II. Instructions to the examiner.
- III. Instructions to the candidate.
- IV. Instructions to the scorer.
- V. Instructions to the rater.

Test Equipment

1. Equipment, materials and tools are described in detail. There should be no departure from these specifications.

2. In some tests the layout or arrangement of equipment before the candidate, determines the character of the test. The exact position of each part in relation to the other parts of the test is specified. Any deviation from the prescribed arrangement destroys the value of the test.

3. All cutting tools, such as chisels, drills, saws, and the like, must be sharp and in good condition for each test.

Instructions to the Candidate

1. Instructions which the examiner is to give the candidate are specified in each test. These instructions must not be changed or added to in any way.

2. After the candidate has received these instructions the examiner will ask him "Are there any questions?"

3. The examiner may repeat, when necessary, all or any part of the instructions. The examiner will answer no questions the candidate may ask during the test except by repeating the printed words which relate to the question asked.

4. When time is an element of the test, the examiner will record the time required by the candidate to do the work. The time spent in giving the original instructions will not be included.

Scoring

1. Before attempting to score the product, the examiner must be familiar with the "Basis for Scoring."

2. Partial credits will be given only when permitted by "Requirements."

3. Owing to the time and care required to score certain products, it is advisable in these cases to dismiss the candidate and to forward the product to special scorers.

4. In these cases when the product is not scored by the examiner administering the test, he shall enter the candidate's name and organization upon a tag or upon the product itself and with the accompanying Form CCP-577 forward the product to the special scorers.

5. The candidate will be rated according to the instructions given in each test.

DEFINITION TRADE TEST STATUS

Symbol

N (Novice).—A man with no trade ability or one with so little that ordinarily he should not be considered when making assignments.

A (Apprentice).—A beginner or a man with only enough trade ability to make him useful as a member of a group under supervision; a man who is not qualified to work without direction or when speed or accuracy are prime factors.

J (Journeyman).—A man with enough trade ability to qualify him for assignment to work which must be done quickly and well.

E (Expert).—A man with a high degree of trade ability qualifying him for assignment requiring superior workmanship.

Tabbing

When the soldier's qualification card is tabbed upon the basis of the results of trade tests, tabs should be used as follows:

N (Novice).—No tab.

A (Apprentice).—Orange tab.

J (Journeyman).—Green tab.

E (Expert).—Green tab.

SAMPLE TESTS

On the following pages are reproduced three of the trade tests, representing the three groups: Oral, Picture and Performance.

C.C.P. TRADE TEST

WELDER, CUTTER

Cutter, Oxy-Acetylene Operator

96-c

ORAL

**August 27, 1918
Second issue**

The examiner must be thoroughly familiar with the manual, "INSTRUCTIONS FOR GIVING ORAL TRADE TESTS," before using this test.

For detailed analysis of required qualifications for this trade, see United States Army Trade Specifications and Occupational Index, Page 238, Serial Number 560.

**COMMITTEE ON CLASSIFICATION OF PERSONNEL
IN THE ARMY**

Trade Test Division

**C.C.P. Trade Test
96-c-I-2-01 43**

1

FIG. 17

QUESTION 1

- Q. What is it called when the edges of metal sheets are welded together in different spots to hold them in place for welding?**
- A. Tack (spot).** Score 4

QUESTION 2

- Q. What chemical is mixed with water to form acetylene gas?**
- A. Carbide.** Score 4

QUESTION 3

- Q. What metal do you use to brase brass and cast iron together?**
- A. Brass (bronze).** Score 4

QUESTION 4

- Q. What will happen if oil gets on the oxygen regulator or hose?**
- A. (1) Explode (blow up).** Score 4
(2) Catch fire (burn up). Score 4

QUESTION 5

- Q. How do you put the flux on the weld on light castings?**
- A. (1) Dip rod in flux.** Score 4
(2) Put it on rod. Score 4

QUESTION 6

- Q. What is the best kind of rod to use when welding cast aluminum?**
- A. Aluminum.** Score 4

QUESTION 7

- Q. What is done to a casting before welding to lessen the danger of warping when finished?**
- A. Preheat.** Score 4

QUESTION 8

- Q. How should the edges of thick plates be prepared for welding?**
- A. (1) Bevel (chamfer) (45 degrees).** Score 4
(2) Vee (V). Score 4

QUESTION 9

- Q. How hot do you preheat large castings before starting to weld?**
- A. Red.** Score 4

QUESTION 10

- Q. How can you tell by looking at the hot metal that too much oxygen is being used in welding?**
- A. (1) Boil (foam) (spark) (burn).** Score 4
(2) White (shiny). Score 4

QUESTION 11

- Q. What is the best kind of flux for brass?**
- A. Borax.** Score 4

C.C.P. Trade Test
96-c-I-2-01 48

QUESTION 12

Q. What simple flux can be used for cast iron?

- A. (1) Borax. Score 4
 (2) Soda. Score 4
 (3) Salt. Score 4

QUESTION 13

Q. What is the pressure of a large size oxygen tank?

- A. 1500 to 2200. Score 4

QUESTION 14

Q. Why is a casting annealed after welding?

- A. (1) Prevent getting hard. Score 4
 (2) Make (keep) soft. Score 4

QUESTION 15

Q. What is the pressure of an acetylene tank when filled?

- A. 200 to 300. Score 4

QUESTION 16

Q. What are the names of two common forms of joints used in welding plates?

- A. Lap.
 Butt (straight).
 Flange.
 Any two, Score 4

QUESTION 17

Q. What is used to line up crank shafts when welding?

- A. V blocks. Score 4

QUESTION 18

Q. What is put in the acetylene tank to prevent explosions?

- A. Acetone. Score 4

RATING THE CANDIDATE

Score	Rating
19 and below	N
20 and 21	A—
22 to 25 inclusive	A
26 and 27	A +
28 and 29	J—
30 to 35 inclusive	J
36 and 37	J +
38 and above	E

There is no E— or E+ rating.

C. C. P. TRADE TEST

ELECTRICIAN

Lead Storage Battery

10-st

PICTURE

**July 27, 1918
Second Issue**

The examiner must be thoroughly familiar with the chapter on "Instructions for giving Picture Trade Tests," in the "TRADE TEST MANUAL" before using this test.

For detailed analysis of required qualifications for this trade, see United States Army Trade Specifications and Occupational Index, Page 99, Serial Number 167.

**COMMITTEE ON CLASSIFICATION OF PERSONNEL
IN THE ARMY**

Trade Test Division

**C.C.P. Trade Test
10-st-I-1-Pc-3**

1

FIG. 18

PICTURE 1.

1. Q. What is being done in that picture?
A. Charging.
2. Q. What is at "A"?
A. Voltmeter. (Note: "Voltmeter or ammeter" is wrong.)
3. Q. What is at "B"?
A. Ammeter. (Note: "Voltmeter or ammeter" is wrong.)
4. Q. What is at "C"?
A. (1) Rheostat.
(2) Resistance.
(Note: "Starting box," or "Controller" is wrong.) (One sufficient)

PICTURE 2.

5. Q. What is that apparatus used for?
A. Burning.
6. Q. What is supplied at "A"?
A. (1) Gas.
(2) Hydrogen. (One sufficient)
7. Q. What is in the tank at "B"?
A. (1) Oxygen.
(2) Air. (One sufficient)
8. Q. What is at "D"?
A. (1) Pressure gauge.
(2) Pressure meter.
(3) Pressure indicator. (One sufficient)
(Note: "Pressure regulator" is wrong)

PICTURE 3.

9. Q. How many volts would you get from that arrangement if each cell gives two volts?
A. Two.

PICTURE 4.

10. Q. How many volts would you get from that arrangement if each cell gives two volts?
A. Eight.

PICTURE 5.

11. Q. How many volts would you get from that arrangement if each cell gives two volts?
A. Four.

C.C.P. Trade Test
10-st-I-1-Pc-3

Electrician
Lead Storage Battery
10-St.

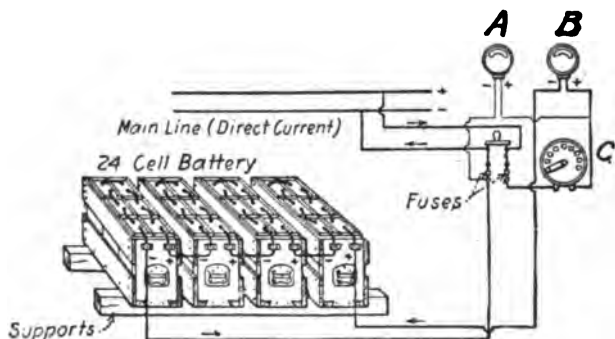


FIG. 1

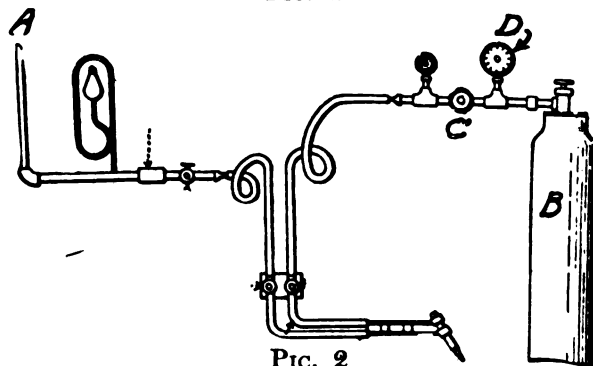


FIG. 2

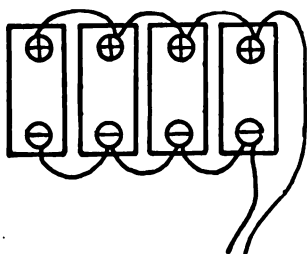


FIG. 3

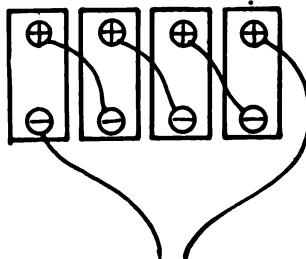


FIG. 4

FIG. 18b

PICTURE 6.

12. Q. How many volts would you get from that arrangement if each cell gives two volts?
A. Four.

PICTURE 7.

13. Q. What is that?
A. Handle.

PICTURE 8.

14. Q. What make of battery are those plates for?
A. Edison.

PICTURE 9.

15. Q. What is that?
A. Vent.

PICTURE 10.

16. Q. What do you call those cross pieces at the bottom of the jar?
A. (1) Bridge.
(2) Ribs. (One sufficient)
17. Q. What is the purpose of those cross pieces at the bottom of the jar?
A. (1) Collect sediment.
(2) Prevent short circuit (Short) (One sufficient)

PICTURE 11.

18. Q. What kind of wrench is that?
A. (1) Ratchet.
(2) Socket. (One sufficient)

PICTURE 12.

19. Q. What car has that assembly of batteries?
A. Maxwell.

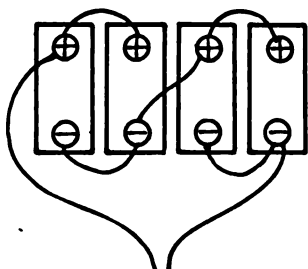
PICTURE 13.

20. Q. What car has that assembly of batteries?
A. Packard.

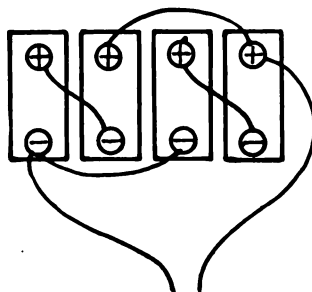
PICTURE 14.

21. Q. What is that?
A. Separator.
22. Q. What is that separator made of?
A. Wood.

C.C.P. Trade Test
10-st-I-1-Pc-3



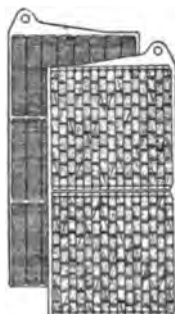
Pic. 5



Pic. 6



Pic. 7



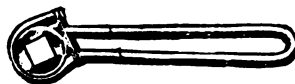
Pic. 8



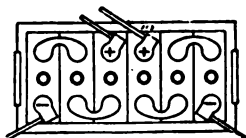
Pic. 9



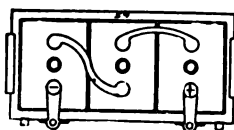
Pic. 10



Pic. 11



Pic. 12



Pic. 13



Pic. 14

FIG. 18d

PICTURE 15.

23. Q. Why is that torch applied at the top of the jar?

- A. (1) To soften compound.
(2) To remove the plates.

(One sufficient)

PICTURE 16.

24. Q. What caused the damage to that plate?

- A. (1) High temperature.
(2) Short circuit.
(3) Overload.
(4) Heavy charge or discharge.
(5) Sulphation.
(6) Separator broken.
(7) Frozen battery.
(8) Overcharging.
(9) Undercharging.
(10) Vibration.

(One sufficient)

(Note: "Age" is insufficient)

25. Q. What would you do with a plate like that?

- A. Discard it.

PICTURE 17.

26. Q. What is shown at "A"?

- A. Fuse.

27. Q. What are the lamps at "B" used for?

- A. (1) Resistance.
(2) Rheostat.
(3) Regulate current.

(One sufficient)

28. Q. What kind of current is supplied at "C"?

- A. Direct current (DC).

PICTURE 18.

29. Q. What is that?

- A. Rectifier.

30. Q. What kind of rectifier does that picture show?

- A. (1) Mercury.
(2) Cooper-Hewitt.

(One sufficient)

31. Q. What is a rectifier used for?

- A. To change alternating current (AC) to direct current (DC) or vice versa.

RATING THE CANDIDATE:

- 0 to 22 inclusive—Novice.
26 to 64 inclusive—Apprentice.
68 to 96 inclusive—Journeyman.
100 to 124 inclusive—Expert.

C.C.P. Trade Test
10-st-I-1-Pc-3



FIG. 15



FIG. 16

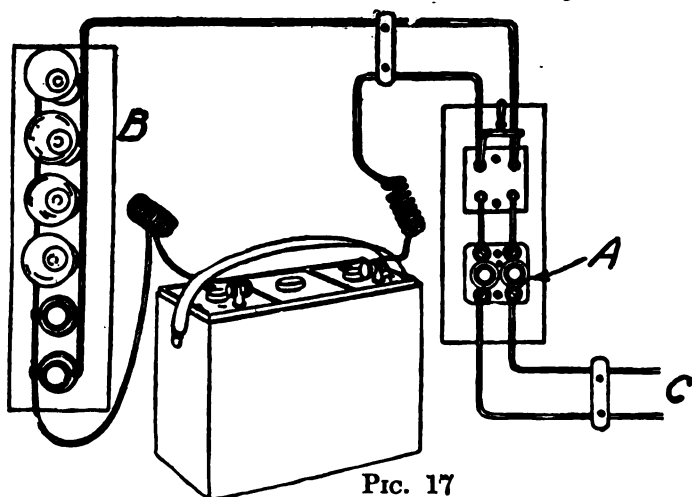


FIG. 17



FIG. 18

FIG. 18f

C.C.P. TRADE TEST**CHAUFFEUR****Truck Driver****23-t****PERFORMANCE****September 1, 1918****Second Edition****First Issue**

The examiner must be thoroughly familiar with the instructions for giving this test before attempting to give it.

For detailed analysis of required qualifications for this trade, see United States Army Trade Specifications and Occupational Index, Page 73, Serial Number 103.

**COMMITTEE ON CLASSIFICATION OF PERSONNEL
IN THE ARMY**

Trade Test Division

**C.C.P. Trade Test
23-t-II-1-Pf 13**

1

FIG. 19

TEST EQUIPMENT

Equipment.

1 Area. The course for the truck driver's trade test requires:

- a. A plot of fairly level ground 330 ft. long and 125 ft. wide.
- b. A hill grade between $1\frac{1}{4}$ and $2\frac{1}{4}$ inches to the foot, with a surface not less than 50 ft. long (with grade) and 36 ft. wide.

2. U. S. Army truck, Type B, specifications for which are as follows:

- a. Left hand drive.
- b. Steering radius, 28 ft. 3 in.
- c. Tread: front, 64 in.; rear, $64\frac{1}{2}$ in.
- d. Wheel base, $160\frac{1}{2}$ in.
- e. Overall length of body: $152\frac{1}{2}$ in.
- f. Overall width of body: $86\frac{1}{2}$ in.
- g. Sun hood over driver's seat.

3. Course construction. (See Plate 23-t)

- a. All parts of the course between posts 1 and 6 inclusive will be located according to the accompanying blue-print dimensions. The hill may be placed where practical for the topography of the space available and consistent with giving the different parts of the test specified.
- b. The entire course will be covered with 2 to 4 inches of cinders. (Finely crushed stone may be substituted.)
- c. The "S" road will be marked off by white stakes, 5 ft. apart, $1\frac{1}{4}$ inches (approximately) in diameter or diagonal and 4 ft. 6 in. or higher above the ground. These stakes will be driven into the ground so that they will fall down readily when hit by the truck.
- d. Numbered posts will carry white signs with appropriate numbers in black. Signs will be 8 x 10 inches (approximately). The bottom of the sign will be 4 ft. 6 inches (approximately) from the ground.
- e. Posts 5 and 6 consist of 1 x 12 inch boards supported by 2 x 4 inch posts or larger. The bottom of the board will be $4\frac{1}{4}$ ft. from the ground. The boards should be attached loosely (screw eye and nail) so that they can readily be knocked off.
- f. Blind street will have curb of white board. For dimensions and construction see Plate 23-t. The curb will be attached loosely (screw eye and nail) so that it can be readily knocked down.
- g. A post will be driven 10 feet from post No. 8 (as shown on Plate 23-t) flush with the ground, to guide examiner in scoring error No. 27.

Material:

- 5 Posts 2 x 4 inches (or larger) x 6 ft. (For sign posts 1, 2, 3, 4, 5.)
- 4 Posts 2 x 4 inches (or larger) x 6 ft. 6 in. (For posts 5 and 6.)
- 15 Posts 2 x 4 inches (or larger) x 18 in. (For white board curb.)
- 1 Post 2 x 4 inches (or larger) x 30 in. (For post 7.)
- 8 Boards 1 x 8 x 10 inches. (For numbered signs.)
- 3 Boards 2 x 4 inches x 12 feet. (For curbing blind alley.)

C.C.P. Trade Test
23-t-II-1-Pf 18

1

FIG. 19a

- 10 Boards $\frac{3}{4}$ x 4 inches x 10 feet. (For curbing blind alley.)
- 1 Board $\frac{1}{2}$ x 12 inches x 11 feet. (For post 6.)
- 1 Board $\frac{1}{2}$ x 12 inches x 5 feet. (For post 5.)
- 95 Stakes $1\frac{1}{2}$ x $1\frac{1}{2}$ in. x 5 feet.

The thickness of these boards may approximate the dimensions given.

Whitewash.

Black paint.

Whitewash brush.

Small brush for sign painting.

Tools:

Hammers.

Cross cut saw.

Rip saw.

Axe.

Shovels.

Mallet—10 lb. wood.

Nails.

Measuring tape.

These tools are used in the construction and maintenance of the course.

INSTRUCTIONS TO THE EXAMINER

1. Give this test only with a U. S. Army Truck, Type B, of above specifications.
2. Make certain that the truck is in good running order before the test begins. Care will be taken to have the accelerator working properly. Guard against scoring the candidate for racing the engine when the accelerator is at fault.
3. Empty the truck; let down the tail board; roll up back and slide curtains of sunhood.
4. Have each candidate begin the test at post No. 1. The truck will be at the right side of post No. 1, with engine running ready for the candidate to drive.
5. Permit only one candidate at a time to ride on the truck.
6. If a candidate quits the test at any part of the course bring the truck to post No. 1. Under no circumstances will a candidate be permitted to get on the truck at any part of the course other than at post No. 1.
7. Stop the test if the candidate is obviously incompetent.

INSTRUCTIONS TO THE CANDIDATE

1. When the candidate is in the driver's seat ready for the test at post No. 1, say:
 - a. "Do you know this gear shift?"
 - b. "Shift to first. Shift to second. Shift to third. Reverse." Have the candidate shift to each speed as you instruct him.
 - c. "Which is the spark? Which is the gas?" Have the candidate operate each of these levers.
 - d. "Do you know how to work that accelerator?" Have the candidate use the accelerator.
2. The examiner or an expert truck driver acting as assistant will occupy the seat to the right of the candidate and give him all in-

C.C.P. Trade Test
23-t-II-1-Pf 18

struction necessary concerning gear shift, ignition, throttle and acceleration. In no case will this expert or examiner give instruction after preliminary practice.

3. During the preliminary practice do not shift gears or regulate spark or throttle for the candidate. Force the candidate to learn how to handle the truck here by having him do all the necessary operations.
4. At the posts listed under **INSTRUCTIONS AND BASIS FOR SCORING**, give the candidate the instructions indicated.
5. Repeat if necessary any or all of the prescribed instructions. Do not change them in any way.
6. If a candidate asks a question involving a choice between driving one way or another, say: "Do what you think best."
7. Point out to the candidate the posts or parts of road referred to in the instructions.
8. When the candidate has driven from post No. 8 to post No. 1, permit the engine to run, so that the succeeding candidate may start driving.

INSTRUCTIONS TO THE SCORER

1. The candidate's score is the number of errors he makes. Each kind of error is tabulated in the **BASIS FOR SCORING**.
2. Before attempting to score any part of the performance, read through carefully the entire **BASIS FOR SCORING**.
3. Score each error singly and at the time of performance.
4. Score each error strictly in accordance with the printed Errors.
5. Be careful to put the score in the appropriate space on C.C.P. 577 Guard against putting the score for error No. 12 in space No. 13.
6. If an error is made.....Score 1
If an error is not made.....Score 0
7. If, because of demonstrated inability the candidate has not been permitted to complete the test, score each subsequent Scoring Unit as an error.
8. If a candidate makes error 11 he also makes errors 12 and 13.

INSTRUCTIONS TO THE RATER

1. Rate a candidate's proficiency as truck driver according to the following standards.

Errors	Rate
3 or less	E
4 to 9 inclusive	J
10 to 15 inclusive	A
16 or more	N

2. An expert (E) is capable of handling a truck with great efficiency and skill.
A journeyman (J) is an acceptable driver competent for ordinary driving.
An apprentice (A) should not be trusted with a truck until given further instructions.

C.C.P. Trade Test
23-t-11-1-Pf 13

Fig. 19c

INSTRUCTIONS AND BASIS FOR SCORING

Post	Instructions	Scoring Unit (Errors)
No. 1.	"The first part of this is preliminary practice and does not count. Drive to the right side of post 3, over to post 2 and then back up again to post 2."	No scoring.
No. 3.	"Now back up to the right side of post 2."	No scoring.
No. 2.	"Drive to the right side of post 4 and then through that 'S' shaped road without touching any stakes. Drive at the speed you think best."	From Post 2 to Post 4. 1. Races engine when starting or shifting. 2. Abrupt start—truck jumps, acceleration uneven. 3. First speed from post 2 to 4. 4. Grinds gears in shifting.
No. 4.	At the exit of the "S" shaped road, say: "Drive your hood up into the center of No. 5."	From Post 4 to Post 5. 5. Knocks down stake in first half circle. 6. Knocks down stake in second half circle. 7. Jerky driving. 8. Stops truck. 9. Hits any part of No. 5.
No. 5.	As soon as the candidate has driven up to the board, say: "Back through that curved road without knocking down any stakes." If the candidate knocks down four stakes in the first quarter of the circle, say: "Drive out and drive into the other end." (Indicate clearly that he is to drive front end in—into the other end of this third half circle.) Have the truck driven inside the stake at "A," i.e., in that position where it would have been had	From Post 5 to Post 6. 10. More than one direct backing to enter third half circle. 11. Knocks down more than one stake. 12. Stops truck or drives forward more than once. 13. Jerky driving. 14. More than one backing to reach platform No. 6. 15. Hits platform. 16. Truck not square with platform. 17. Sides of truck off to one side of posts.

C.C.P. Trade Test
23-t-II-1-Pf13

Post	Instructions	Scoring Unit (Errors)
	the candidate backed through successfully. At the exit from this road, say: "Back up to platform No. 6 as if you were going to load your truck."	
No. 6.	"Turn to the right without hitting those stakes." When the candidate passes stake "A." "Drive up to post No. 7 and stop with your step next to the post."	From Post 6 to Post 7. 18. Hits stake at "A." 19. Takes one backing to clear "A." 20. First speed from post 6 to 7. 21. Stops with front step directly in front of post 7. 22. Truck rolls down hill more than one foot.
No. 7.	"Drive to end of street marked by post No. 8 and turn around. Do not back any more than necessary." When candidate has turned around, say: "Drive down to the right side of post No. 1."	From Post 7 to Post 1. 23. Truck rolls down hill more than one foot when starting.. 24. Emergency brake on when driving up hill. 25. Jerky driving. 26. More than one backing in turn. 27. Turns further than 10 feet from post 8. 28. Wheels touch curb. 29. Races engine or grinds gears on turn. 30. Turns steering wheel more than $\frac{1}{2}$ turn when truck is stationary. Note: Add 1 error each time the candidate stalls the engine, at any part of the course after preliminary practice.

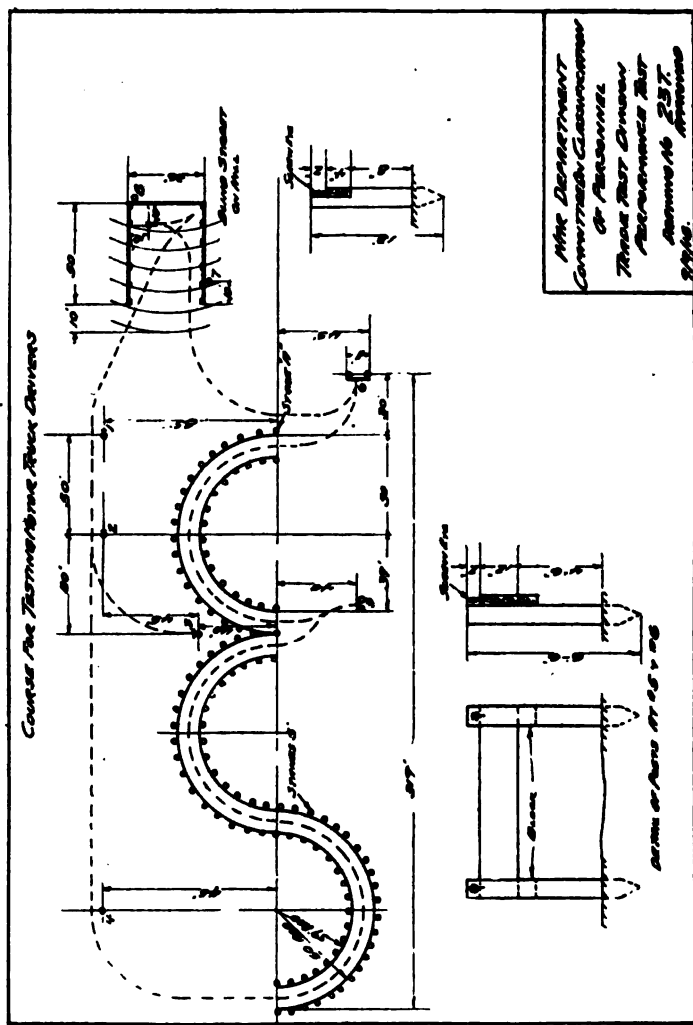


FIG. 19f

CHAPTER VII

OCCUPATIONAL DISTRIBUTION OF DRAFTED MEN

THE NEED FOR CENTRAL DISTRIBUTION

If the demands of the army for skilled occupational specialists were matched exactly by the supply in the draft; if every thousand men received at any camp were exactly the same as every other thousand men at that and other camps; and if exactly the same kind of units were being organized at each camp—then the personnel problem would be comparatively simple.

But these conditions are the opposite of those that must actually be faced. The demand and supply of occupational skill never quite equalize. The organization tables of the various kinds of army units call for skilled specialists of many classifications. Some of the civil occupations which supply the best experience for these special jobs are represented by only a small number of men in each hundred thousand of a draft increment. Often these men are not received in the camp where the unit that needs them is being organized. One great function of the Personnel System, therefore, is to bring together supply and demand by transferring men from the places where they are found to the places where they are most needed.

The department that has charge of this activity may be likened to a great central bureau operating many warehouses. Here constantly are received the calls for dif-

ferent types and occupational classifications of men, ranging from the unskilled laborer, white or colored, to the expert cabinet maker, chemist, or master mechanic. From it constantly are being sent out to depot brigades, detention camps, recruit depots, etc., the orders to transfer these men to the places where they are needed.

The process is by no means simple. It presupposes that the facts about each drafted man's occupation have been gathered and recorded on his Soldier's Qualification Card (Form CCP-1) in the manner described in Chapter V of this Manual, and that if possible he has been trade tested to determine exactly his degree of skill, as described in Chapter VI. The card has then been properly tabbed so that it can be located easily when required.

The actual process of distribution comprises three main steps, as follows:

1. Reporting the draft movement (camp procedure).
2. Allotting the men (central office procedure).
3. Transferring the men (camp procedure).

A complete description of each step follows.

REPORTING THE DRAFT

(Camp Procedure)

Occupational Reports

The first step toward securing proper distribution of the men is to have an exact and up-to-date inventory of all the available talent. This is secured through the medium of periodic reports on the number and classification of men received at all camps and posts. Form CCP-15 is used in making these reports. Until November 6, 1918, reports were required only at the end of each draft increment. Beginning with that day all camps and posts

were instructed to prepare their reports each Saturday and mail them by special delivery to Room 528, State, War and Navy Building. (See Fig. 20.)

Since these instructions became effective, each report covers the men who have not been reported previously on Form CCP-15 and who have been physically and occupationally classified during the previous seven day period ending Friday at midnight. This frequency of report facilitates the rapid movement and assignment of men.

Form CCP-15 serves not only as a report blank but also as a "Monthly Bulletin" of the most urgent needs of the Army. It is revised monthly, and only the latest edition should be used in making weekly reports. Unused copies of previous editions should be destroyed immediately upon receipt of an edition bearing a later date. The report really consists of six reports. Separate forms are required for each of the following:

Class A White Men; Class C-1 White Men; Class C-2 White Men.

Class A Colored Men; Class C-1 Colored Men; Class C-2 Colored Men.

Should there be no men at all to report in any one or more of these six classes, a letter sheet stating this fact is sent in lieu of the actual report form.

A separate edition of CCP-15 on blue paper, known as Form CCP-15 (Colored), is used in reporting the different classes of colored men. (See Fig 21.) In this a much smaller number of occupations are listed. The summaries of men not reported occupationally provide for the following groups:

Fit for combatant service;

Fit for overseas labor service;

Fit for domestic labor service.

**SPECIAL REPORT ON OCCUPATIONAL CLASSIFICATION OF MEN CALLED IN
DRAFT TO REACH CAMP BEGINNING _____, 1918:
TO BE FORWARDED SO AS TO REACH ADJUTANT GENERAL'S OFFICE WITHIN
_____ DAYS THEREAFTER.**

CAMP _____

DIRECTIONS

- 1. This report is to be mailed to The Adjutant General, attention Room 528. Duplicate copy is to be retained in camp files.
- 2. If instructed to render this report by telegraph, the facts shown in each horizontal line should be stated uniformly as follows: "Number (for green column) and number (for orange column), symbol (symbol number), comma," for example, "twelve and twenty-three symbol twenty-two in comma."
- 3. Each drafted man will be counted only once in this report. If the same man can qualify for two occupations, he is none the less to be recorded under only one. In such cases the occupation which is probably of greater value to the army is to control. The starring of occupations will furnish a guide in determining the relative value of occupations to the army. For instance: a man who is both a semi-skilled chemist and a skilled purchasing agent should be counted as a semi-skilled chemist.
- 4. There will be shown occupationally in this report all men of the occupations, listed herein, in this entire draft call, who are accepted for general military service. Others will be shown only in the summary below.
- 5. In all cases where you are authorized and fill requisitions from the draft here reported before this report is made, you will indicate the numbers of men so used by occupation on the last page hereof. In no case will these be deducted from the regular occupation totals given below.
- 6. For convenience in telegraphic reference, stars have been placed in one or both of the squares opposite certain occupations. The term "starred men" will apply hereafter to all men reported in the squares in which stars appear on this form.
- 7. All the railway men included in the order of August 28d, assigning such men to the Engineers Corps, are marked "R.R."
- 8. Form CCP-5 is to be sent to the former employers of all men reported in the squares in which "R.R." appears. Complete instructions are contained in the letter of October 5, 1918, on that subject.
- 9. The listings, "all other machinists and mechanics," "all other blacksmiths," etc., are to include such machinists and mechanics, blacksmiths, etc., as are not covered by the sub classifications expressly called for under the general heads.
- 10. Italics are used where occupations or symbols have been asked for in the body of this report which have not appeared in Form CCP-15 for September, 1918.

Summary

1. Number of men from Draft Call who arrived in Camp	_____
2. Group A:	
Reported occupationally herein:	
Journeyman	_____
Apprentice	_____
Not reported occupationally herein:	
Occupationally classified	_____
Not occupationally classified	_____
3. Group B (returned to local boards)	_____
4. Group C (returned to local boards)	_____
5. Group D (rejected)	_____
6. Number of men not interviewed (sick, a w p 1, under observation, etc.)	_____
Sum. copies submitted to file	TOTAL _____

FIG. 20
Cover page of Occupational Report (Form CCP-15)
(Actual size, 8 x 11 inches)

Description of Occupation.	Symbol	Assessment Score	Approval Status	Description of Occupation.	Symbol	Assessment Score	Approval Status
Stockkeeper				iron worker, ordnance	21 S	*	
checker	18 O	*	*	hand riveter	21 RH	*	
clipping and warehouse packer	18 P	*	*	pneumatically riveter and duffer	21 RP	*	
counter and shipper	18 R	*		steel ship worker	21 S	*	
stockkeeper or stockkeeper	18 S W	*		ship fitter (Must be experienced either upon fitting work or upon plate work and be familiar with the operations of the mold loft, must be able to lay out and supervise the fabrication, assembling and fitting of all metal parts of the hull.)	21 SF	*	
Sheet Metal Worker				steel railroad car worker	21 SR	*	
apprentice	19 O	*		steel mill worker	21 ST	*	
drawing press operator	19 DR	*		all other structural steel workers	21		
general sheet metal worker	19 G	*	*	Chassis			
hand burner	19 L	*		auto chassis	22 A	*	
sheet and light angle worker	19 RH	*		light truck driver	22 LT	*	
trimmer	19 T	*		motorcyclist	22 M	*	
all other sheet metal workers	19			all other chassis (not heavy truck)	22		
Foundryman				Chassis, Heavy Truck		*	*
coremaker	20 O	*		heavy truck driver	22 T	*	*
cupola tender, motor	20 CU	*		truck motor	22 TM	*	*
furnace and ladleman	20 F	*		gasoline tractor engine man	22 TR	*	*
ironman	20 FO	*		Auto Mechanics			
moldier	20 M	*		auto assembler	24 A	*	
iron motor	20 MB	*		carburetor mechanic	24 C	*	
all other foundrymen	20			chassis and body mechanic	24 CH	*	
Structural Steel Worker				auto engine mechanic	24 E	*	
scale smith (Must have specialized skill in fab- ricating regular work, such as tank frames, door frames, truss struts, etc., with experience in the use of molds furnished by the mold loft or skilled from the shop by ship fitters.)	21 A	*		starting and lighting auto mechanic	24 EL	*	
bender-up, holder on	21 B	*		engine block tester	24 ET	*	
better up (Must have some mechanical ability, also experience in working with plate benders in the assembly of ship plates, frames and hulls. This work is that of clipping holes in holes of plates and frames that have been sawed to draw them in place and hold them temporarily until rivets rivet them.)	21 BU	*		general auto repairman	24 O	*	
				auto inspector	24 I	*	
				magneto and ignition mechanic	24 M	*	
				motor cycle repairman	24 MO	*	

(10)

Fig. 20a

Sample page of Occupational Report (Form CCP-15)

Form CCP 15 (Colored)
November, 1918

OCCUPATIONAL REPORT

COLORED MEN CLASS _____

FOR WEEK ENDING _____, 191__

CAMP _____

DIRECTIONS

1. This report is to be mailed to The Adjutant General, attention Room 528
2. If instructed to render this report by telegraph, the facts shown in each horizontal line will be stated uniformly as follows "Number (for journeyman column) and number (for apprentice column), symbol (symbol number), comma" for example, "twelve and twenty-three symbol twenty-two A comma."
3. Each man will be counted only once in this report. If the same man can qualify for two occupations, he is none the less to be recorded under only one. In such cases the occupation which is probably of greater value to the army is to control. The starring of occupations will furnish a guide in determining their relative value to the army; for instance, a man who is both a teamster and a blacksmith should be counted as a blacksmith.
4. When a symbol number without subclassification letter is used (e g., Painter, symbol 13), every man will be counted who qualifies under any of the subclassifications as listed in CCP 4.
5. In reporting upon leadership ability, this term will be construed to mean a leadership ability which will make good non-commissioned officer material.
6. There will be shown occupationally in this report all men of the occupations listed herein. Others will be shown only in the summary below.
7. In all cases where you are authorized and fill requisitions from the men here reported, before this report is made, you will include a count of such men in this report and affix in the back of it a Report of Transfer on Form CCP 8 covering the men so transferred.

Summary

1. Number of men reported occupationally herein

Journeyman	_____
Apprentices	_____
2. Number of men not reported occupationally herein

Fit for combatant service	
Leadership material	_____
Non-leadership material	_____
Fit for oversea labor service	
Leadership material	_____
Non-leadership material	_____
Fit for domestic labor service	
Leadership material	_____
Non-leadership material	_____

FIG. 21

Cover page of Occupational Report (Form CCP-15 Colored)
(Actual size, 8 x 11 inches)

Under each of these heads are separate spaces for reporting the number of men of leadership material and the number of men of non-leadership material. Use of the intelligence ratings is helpful in making the distinction in the manner explained in Chapter X of this Manual.

Degrees of Importance of Listed Occupations

Each edition of Form CCP-15 lists only the occupations in current demand. Changes are indicated by printing in italics all occupations not listed in the previous edition. Certain occupations that are more urgently in demand than others are marked with a star. These starred occupations should be carefully watched so that men who have skill in any of them may be discovered by the interviewer. Upon receipt of a new edition, the interviewers and classifiers should be called together and informed of any changes. Men who are classified under more than one occupation should be reported in the occupation that is of greatest current importance. (A man is reported in one classification only.) The three degrees of importance are indicated in CCP-15 as follows:

Important—All occupations listed.

Very Important—One star (Journeyman only marked with star).

Most Important—Two stars (both Journeyman and Apprentice marked with star).

If a man is classified and tabbed under two occupations, only one of which is listed, he should be reported under the listed occupation. If he is classified under two or more listed occupations, only one of which is starred, he should be reported under the starred occupation. Similarly, if he is classified in a one-star occupation and a two-

WAR DEPARTMENT
THE ADJUTANT GENERAL'S OFFICE
(COMMITTEE ON CLASSIFICATION OF PERSONNEL IN THE ARMY)

From: Personnel Officer at _____ Date _____

To: (Name) _____ (Address) _____

The man whose name appears below states that he was employed by you at _____ (place) _____ as (job) _____
 It is of great importance that this office have on record your estimate of his ability in the particular job noted. If you are not personally acquainted with his work, kindly have the questions answered by the Manager, Superintendent or other official in your company best able to supply this information accurately. The Government assumes that you will answer fully, carefully and with the utmost frankness. Your reply will be considered strictly confidential. A franked envelope is enclosed for your reply so that you may give the matter the immediate attention its importance demands.

 Personnel Officer.

(Soldier's name) _____

How long was he in your employ? _____ years

In what capacity? (State in detail) _____

What was his last weekly wage? _____

Did he enter Army through draft or enlistment? _____

If through draft, was his claim denied by District Board? _____

Why? _____

Is any one connected with your concern related to this man? _____

If so, to whom is he related and how? _____

Indicate answers by X in appropriate brackets.

How do you rate him—	Very Good	Good	Average	Poor	Very Poor
a. Trustworthiness?	()	()	()	()	()
A. General intelligence?	()	()	()	()	()
c. Ability to supervise and direct men?	()	()	()	()	()
d. Ability to work with others?	()	()	()	()	()
e. His skill as a	()	()	()	()	()

General Remarks: _____

Your personal estimate of the man's character and qualifications _____

 Signature

Date _____ Official position _____

FIG. 22

Inquiry form sent to previous employer (Form CCP-3)

star occupation, he should ordinarily be reported in the two-star occupation. Judgment must, of course, be used in reporting a man who is classified in two occupations of equally great importance, or who is classified as an apprentice in a two-star occupation, and a journeyman in a one-star occupation. Ordinarily he would be reported in his journeyman occupation.

Occupations of Industrial Usefulness

Two other symbols are used in CCP-15. A star followed by the figure 3 indicates an occupation of great industrial usefulness. Men classified in this occupation are liable to be furloughed to industries essential to the prosecution of the war, and therefore cannot be immediately assigned to any permanent organization. In the case of such a man an inquiry form (CCP-3) is to be sent to the previous employer of the man and a duplicate of his qualification card is to be sent to the War Department. (See Fig. 22 for copy of Form CCP-3.) Orders will later indicate whether he is to be furloughed to industry or used for military purposes.

The symbol "RR" indicates occupations needed by Army Railroad units. Up to the signing of the armistice men classified in these occupations were transferred immediately to Fort Benjamin Harrison, a special standing order being authority for all such transfers.

A man who is classifiable in an occupation marked with a "star 3" or "RR" and also another starred occupation is ordinarily to be reported in the "star 3" or "RR" occupation. Here again judgment is to be used, depending upon the man's relative degree of skill in the two different fields. In all cases it is imperative that men classifiable in any starred occupation should not be as-

signed to units within the receiving camp or transferred without orders from Washington. Unless rigid care is taken to observe this precaution, the task of supplying the skilled specialists to units which have priority of claim upon them is seriously interfered with and the building of an effective Army is delayed.

Watching for Starred Occupations

It is obvious that men who are skilled in starred occupations are rarely found. One reason for the comparative scarcity of men in these occupations is that they are ordinarily of great industrial as well as military usefulness. Many men skilled in these occupations, therefore, receive deferred classification, because they are indispensable to essential industries.

Because of this fact, interviewers should be constantly on the lookout for men of any degree of skill in starred occupations. They should be instructed to follow up by questions any hint the recruit may give that suggests the possibility of his having experience in a starred occupation. Failure to report a man who is classifiable in one of them may result in delay in building units, or in assigning to a specialist's job a man who is less qualified for it.

On the other hand, equal care should be taken not to classify as journeyman in a starred occupation, any man who has not journeyman skill in it, for as the need for these specialists is great, so likewise is their responsibility great and the Army cannot afford to accept in positions of responsibility men who do not measure up to the requirements.

Interviewers should be especially familiar with star 3 occupations, so that when a man classifiable in such an occupation is found, his previous employer's name may

be obtained at once and thus the necessity of calling him back for re-interview will be avoided.

When a report is being made out, special attention should be paid to new listings on the current edition of CCP-15, so that a man who is classified in more than one occupation will be counted and reported in the one that is most important. A blue lead pencil check should be placed on his card beside the tab and symbol of this occupation. This enables the camp to deliver him under this occupation when requisitions are later received. He should not be delivered on requisitions for any other occupation, as he is carried on the books under this one.

Men who are not classified under any occupation listed in the current CCP-15, but who are classified in some other occupation listed in CCP-4 (except 1 to 5 inclusive) should be reported in the summary on the first page of CCP-15 under the heading "Occupationally Classified." Care should be taken to watch the "all other" listings, such as "all other mechanics," "all other blacksmiths," etc., so that men properly classifiable in them are so counted and reported. Only men classified in groups 1 to 5 or not classified in any occupation in CCP-4 should be reported under the heading "Not occupationally classified."

Supplementary Reports

With each weekly report three supplements in typewritten form are required, as follows:

- (1) An occupational report of all men who have become available for assignment in the depot brigade (or detention camp or recruit depot), such as men released from training cadres or returned as unsuccessful candidates from schools or as graduates from

schools for bakers, cooks, horseshoers, etc. Grades will be shown for all non-commissioned officers. Each report will cover only the men who have become available during the previous seven-day period.

- (2) An occupational report of all men in the depot brigade (or detention camp or recruit depot) who are available for movement and assignment, who have been reported on Form CCP-15 on a date five weeks previous, and for whom no requisition is on hand. This report provides an opportunity for checking up any excess supply of men left in a depot brigade because of the miscarrying of any requisition or for any other reason, and for properly disposing of them to make room for new increments.
- (3) A report listing separately:
 - (a) All requisitions received during the week.
 - (b) All requisitions completely filled during the week,
or
 - (c) All requisitions remaining on hand not completely filled.

Each item should specify the requisition number, date, number of journeymen and apprentices ordered, destination and action taken.

Development Battalions

Men in development battalions who are available for transfer will not be included in the regular weekly reports. Such men will be reported separately on the 30th of each month as of the 20th. Form CCP-15 will be used for the purpose.

ALLOTING THE MEN

(Central Office Procedure)

Tabulating the Reports

When weekly reports on Form CCP-15 are gathered from all the receiving camps and posts in the country, the Allotment Sub-Section of the Personnel Branch at Washington collates them and thus has a complete inventory of the available men in every occupation of current army usefulness, as well as a numerical summary of all available men of all kinds. By them it is possible to discover at any moment, how many men there are and where they are and thus to arrange to meet the demands.

Requisitions

The demands come in the form of requisitions in quadruplicate on Form CCP-14 (see Fig. 23) from units of various kinds which are being organized. Each requisition specifies the occupation wanted, the number of men in each and the degree of skill regarded as essential, i. e., journeyman or apprentice. Each requisition is recorded and given a number. Before it can be filled two things are necessary:

1. It must be edited.
2. Its priority must be determined.

Editing

The process of editing, or inspecting, is necessitated by the fact that requisitions are not always clear and do not always specify what is required in a standard, unmistakable way. A large proportion of the errors in filling orders have been due to incorrect or inadequate specifications. Moreover, the requisitions for rare specialists must often be cut down, as there is no human possibility

various occupations obtainable through the draft. For this purpose he studies closely the records of previous draft increments as well as the current report on CCP-15.

In case doubt exists as to the type of men desired or as to the possibility of substituting other types of which the supply is more plentiful, he communicates with the source of the requisition and secures a revised requisition, if this is expedient.

Determining Priority

Priority depends upon the demand from other units for the same types of men. Where the available supply is not sufficient to meet all requisitions, the one of greatest importance to the general plan of building and transporting the army must be given preference.

The task of determining priority is the special function of a general staff officer who is constantly in touch with the larger projects of the Army and knows which particular units are most urgently required by the forces overseas. Upon the basis of their urgency he approves the requisitions.

Use of the Map

The factors of distance and direction must also be considered. Transportation is costly and must be minimized. At the same time, nothing should be done to interrupt the flow of troops. The matching of supply and demand is, therefore, done with an eye on the map. The country is divided into convenient military zones. If possible, transfers are made from camps within the same zone. In case the requisite numbers of men cannot be obtained from these, the next source chosen is the camps in an adjacent zone. Whenever possible the transfer is designed to bring

the men in the direction of an embarkation point so as to expedite the shipment of troops to Europe.

Making the Allotment

When these precautions have been taken, the actual allotments can be made and the orders for transfer issued. In some instances the requisition can be filled by order upon a single receiving camp. In most instances, however, especially when the call is for starred occupations, the order must be filled by transferring a few men from each of several camps.

For convenience, all the orders for a given camp on any given date are gathered together and sent as a unit, by letter or telegram, from The Adjutant General's Office. The message is given a requisition number.

TRANSFERRING THE MEN

(Camp Procedure)

The selection and transfer of men to fill these orders, or requisitions, is one of the most important duties of the camp personnel office. In order to handle it with the necessary speed and accuracy the personnel adjutant must have an efficient system. The systems that have been in use at different camps vary somewhat in minor details but contain practically the same general operations. The procedure explained below has been in use at Camps Dix and Sherman and has been found thoroughly satisfactory. It may be taken as standard.

Requisitions Received

As soon as the order is received by the personnel adjutant through the camp commander he records it and then separates it into its parts. Each part consists of an order

OUT OF CAMP TRANSFERS

Troop No.	Registration No.	Authority	Organization	Men Re-qualified	Physical Class	Cards Filed	Red to Com. period	Left to M. D.	Number Re-qualified	Transfer Last Made	Transfer Report Out	Signature of Camp Leader	Remarks
189	52398	A.G.O. Letter 10/18	Med. Dept. Charleston, S. C. Fort Terminal	9	II-III	7	10/19	10/20	6	10/21	10/28	L-10/28	

Fig. 24

Troop Movement Chart (Prepared locally)

for a certain number of men to be sent to a certain destination. This is considered as a separate requisition in all the office records and is given an office number, or transfer number, as it is sometimes called. This practice makes it as easy to handle a telegram with fifty items as one with two or three items.

The transfer numbers are placed in strict numerical order on the troop movement chart, by means of which it is possible at any time to discover what orders have been received and which ones have been completed. The troop movement chart is illustrated on page 181. (See Fig. 24.) The personnel officer should himself keep up the troop movement chart, as by doing so he keeps in close touch with all requisitions and transfers of men.

Tabulation of Requisitions

Each separate requisition is then tabulated and itemized on a form with space for recording the following:

(a) Transfer (or office) number (assigned at camp personnel office.)

(b) Requisition number (assigned at A.G.O.).

(c) Date of receipt of requisition.

(d) Authorization (letter or telegram).

(e) Date of letter or telegram.

(f) Destination of men.

(g) Physical rating of men.

(h) Color.

(i) Total number.

(j) Grade and occupational classification of men.

The information required under this last heading is tabulated, as there may be as many different occupations and grades of skill in occupations as there are men requisitioned. (See Fig. 25.)

Transfer No. 169
 Req. No. 5298
 Received Oct. 19, 1918

Telegram Letter Date Oct. 18, 1918
 Rating II-III Color White
 Transfer to
 Medical Dept., Camp Medical Supply Depot, Fort Terminal, Charleston, S. C.
 Total Number of men 9

No. Green	No. Orange	Occupations	Symbol	Original Shortage		Final Shortage	
				Green	Orange	Green	Orange
2	2	Checkers III	18 C	0 K	0 K		
2		Receiver and Shipper III	18 r	0 K			
	2	Clerks III	38 c		2		2
	1	Stenographer II	39 s		0 K		1
							(6)

Additional Information: Commanding Officer at destination to be notified of number and occupation of men sent, unit to which assigned and date of departure. Send qualification cards with men. Report action Attention Room 528 if and when requisitions are filled or occupational shortages.

FIG. 25
 Tabulation of Requisition (Form prepared locally)

Five copies of this form are prepared.

One is retained in a manila folder which bears the transfer number and the name of the organization to which the transfer is to be made. This folder will ultimately contain all papers concerning this requisition.

Three copies go to the assignment officer. Of these, two are given to the qualification card department for use in selecting the men.

One copy is retained by the assignment officer as a check against the qualification card department until completion of the requisition.

One copy goes to the troop movement officer for his information in arranging transportation.

Selection of Men

Upon receiving its copies of the tabulated order, the qualification card department proceeds immediately to select from the files the number of cards required of each classification of men requisitioned. This work is done by, or under the supervision of, a non-commissioned officer who is thoroughly familiar with classification and rating. Usually he pulls ten per cent. more cards of each classification than are called for by the order. This provides against possible shortages and insures that enough actual men can be transferred to fill the order. The selection of these cards takes but a few moments, as the tabs make it easy to locate them.

Suppose, for instance, the item is as follows:

10 journeymen 20 apprentice sawyers 35S
(Sometimes written as 10 green 20 orange sawyers 35S)

To fill this item the selector looks down the file along the line of No. 35 and pulls out cards that have the green or orange tab at this point accompanied by the letter

"S." He also makes sure that it has a blue pencil check beside this symbol to indicate that the man has been reported as classified in this occupation; namely, Sawyer 35S.

A card that does not have this pencil check beside the symbol and that does have a pencil check beside some other tab and symbol, must not be pulled. The man has been reported on CCP-15 under the pencil checked classification and it is expected that he will be held for orders for that classification. If he is used to fill the order for "sawyers," it is almost certain that a later order will call for him in the classification in which he was reported, and if he cannot be furnished there may be a shortage.

A total of at least eleven or twelve green-tabbed cards and twenty-two or twenty-three orange-tabbed cards should be pulled if enough cards that meet the requirements can be found in the files. While the order calls for only ten and twenty respectively, it is likely that some of the men will later prove unavailable for transfer.

If for any reason the files do not contain the cards of ten journeymen and twenty apprentice sawyers who have been reported as such, the shortage is noted on the office order in the column headed "*Original Shortage*." If sufficient cards are pulled, the notation in this column is O. K.

For every card pulled, a replacement card should be inserted in the files. (Form CCP-2, color green, illustrated in Chapter V.) This card records the man's name and shows where his qualification card is. When the transfer of the man has been completed, or when the qualification card is brought back because the man was not transferred, the replacement card is taken out and

the record crossed off. As the card has eight spaces, it can be used eight times before being thrown away.

Assignment of Men

The cards that have been pulled are then checked over by the assignment officer to see that each one meets all the requirements specified in the requisition and that there are no shortages that are not recorded.

The names of the men are listed by companies and the lists sent to the company commanders to be checked for

CPO 18.

ARE THE FOLLOWING MEN AVAILABLE FOR TRANSFER?

Men Not Available.

- | | |
|--|-----------------------------------|
| 1. Enemy Aliens with or without first papers | 11. Venereals. |
| 2. Other Aliens with or without first papers | 12. Special Duty Men |
| 3. Preferred Men (Permanent Personnel) | 13. Men Sick in Base Hospital |
| 4. Men without third inoculation. | 14. Men on agricultural furlough. |
| 5. Men without primary physical examination. | 15. Men AWOL. |
| 6. Men reported available for transfer elsewhere | 16. Men held for observation. |
| 7. Men held in Brigade Prison or Guardhouse | 17. Men under S.C.D |
| 8. Remedial defectives of any class. | 18. Rejects |
| 9. Men chosen for Officers' Training Camp. | 19. Men transferred elsewhere. |
| 10. Men suffering from language difficulties | 20. Conscientious Objectors. |

John J. Quinn
Representative of Personnel Office

Req. 8 - 217

Date Nov. 8, 1918.

PLEASE SHOW PHYSICAL RATING.

G Ambruster, Harold J.

3853278

711.

Commanding 1st Co., 1st Tr. Bn.

G Levering, Leonard H.

3854120

G Mojedly, Clarence J.

3854159

712.

Commanding 2nd Co., 1st Tr. Bn.

OK Fisher, Richard L.

3854446

OK Wiley, Gerald A.

3854961

OK Lascelle, Philip A.

3854440

OK Armstrong, Thomas Woff

3854933

OK Mason, Alton L.

3855183

OK Finney, Bura L.

3854829

734.

Commanding 4th Co., 1st Tr. Bn.

FIG. 26

Camp Transfer List (Form prepared locally)

availability for transfer. If any are unavailable, reasons are stated. (See Fig. 26.)

Making up Shortages

After this process the final shortages, if any, are recorded in the proper space on the office order. If the number of cards pulled to meet a requisition has been sufficiently in excess of the number of men actually required, there should be no final shortages. Any surplus cards will be retained, as a shortage may still occur before the actual transfer is completed.

If a final shortage is one that can possibly be filled, a "back-order" for the men is prepared and started as a new office order bearing the number of the original order with the addition of a supplementary letter. Thus, if order 219 called for nine men, and a final shortage of two was reported, a new order for two men would be issued as number 219A.

The original order properly filled out, with all shortages noted, is sent to the personnel adjutant. A duplicate is filed in the requisition folder. A transfer list is made out on Form CCP-11 (see Fig. 27). A transfer order or camp order is issued. This should contain, in addition to the usual material, the names of the men, their occupations, and all other facts stated in the requisition.

The Troop Movement

On the basis of his copy of the office order, the troop movement officer has previously made tentative arrangements for the transfer of the men. He now arranges definitely with the Quartermaster's Department for transportation, sets the time of assembly, and sends to the

FIG. 27

Final Transfer List (Form CCP-11.) (Actual size, 8 x 11 inches.)

commanding officer of the camp to which the men are to be transferred a notification regarding their movement.

Before the men leave the camp or post they are checked through a transfer station which is under the supervision of the personnel adjutant. For convenience this station is usually near the railroad depot. All their records are carefully examined, including their CCP-1 cards and the transfer list.

The original transfer list and the CCP-1 cards go with the men in the custody of the officer or non-commissioned officer in charge. A duplicate copy is returned to the assignment officer, together with any surplus CCP-1 cards. Each day a complete report of all troop movements is rendered to the assignment officer.

Reporting to Washington

The assignment officer notes on the requisition record and the office order any shortages indicated on the corrected duplicate transfer list. Surplus CCP-1 cards are returned to the files.

If a last minute shortage on any requisition has occurred which can be made up, a new back-order is prepared. This will be given the number of the original order and a new serial letter, as 219B.

A report of all transfers made that day is prepared on Form CCP-8 and sent to Washington. On this are noted shortages that will be filled later and shortages that cannot be filled. (See Fig. 28.)

Theoretically, every order should be completely filled, as it was based upon the camp's own report which showed the men to have been received and to have been available for transfer. As the commodity, however, consists of human beings, who are subject to changes in status, it

REPORT OF TRANSFERS OF PERSONNEL

TO BE MADE OUT EVERY DAY THAT MEN ARE TRANSFERRED AND MAILED ON THAT DAY TO BOOK 226, STATE WAR AND NAVY BUILDING, WASHINGTON, D. C.

CAMP		Headquarters	REPORT NO. 35	DATE November 1, 1918							
ORGANIZATION NO. AND DATE	DATE OF TRANSFER	ORGANIZATION FROM WHICH TRANSFERRED	ORGANIZATION TO WHICH TRANSFERRED AND DESTINATION	OCCUPATIONAL SYMBOL	NUMBER OF MEN				BALANCE DUE		REMARKS
					TRANSFERRED	RECEIVED	RECEIVED	RECEIVED	RECEIVED	RECEIVED	
					RECEIVED	RECEIVED	RECEIVED	RECEIVED	RECEIVED	RECEIVED	
8015	11-1-18	Depot Brig	Ballistic Ordnance Corps 481 Form. Ave. Wash. D.C.	29 29 M 105 37 A C	2 3 1 5	1 1 4	5 1 1	1 1 1	11. 5, 1918	A. W. O. L.	
7084	11-1-18	Devel. En.	Conservation & Reclamation Camp Heads	76 S 7 C 36 C 48 T 47 M	1 5 6 3 1	2 5 5 3 1	2 1 1	1	In Hospital		
2015 10-28-18	11-1-18	Dep. Brig.	11th Div. Camp Heads	Unclassified	2000	3690	410		11-10-18		
U.S. Tol 10-20-18	11-1-18	28th Reg.	28th Reg. Hoboken, N.J.		250	250					

FIG. 28

Report of Transfer (Form CCP-8.) (Actual size, 8 x 11 inches.)

sometimes happens that shortage is unavoidable. A man may be in the hospital or A.W.O.L., and, therefore, unavailable for transfer. If men are removed by death or other cause which makes them permanently unavailable, they should be so reported on Form CCP-8 as soon as possible.

Making up Deficiencies

Changes in status of the men who have been reported on CCP-15 are to be avoided as far as possible, and the practice of rendering these reports weekly has the effect of reducing the probability of such changes. In case the shortage cannot be made good within a reasonable time, the Washington office will prepare a new order for some other camp to supply the deficiency.

The personnel officer should in all cases remember that the building of units is delayed by shortages. Not only does it take time to make out the new allotments and orders, but in addition the camps upon which these new orders are made are likely to be farther from the point of destination than the one originally specified; hence, there is a further delay in transferring the men. Delays in building units are costly from every viewpoint. It is therefore imperative that every camp should observe the following precautions:

1. Do not classify or report a man in any occupation for which he has not the necessary qualifications.
2. Do not assign or transfer any man reported in a starred occupation except on specific orders from Washington.
3. Wait a reasonable length of time before assigning to any unit within the camp a man who is classified in a listed (but not starred) occupation.

4. Do not transfer any man on order for any occupation if he has been reported as classified in some other occupation.
5. Fill each order as completely as possible.

Co-operation

It is not always easy to observe these precautions, especially when there is close at hand in the camp an apparently urgent need for skilled occupational specialists of a certain classification. The personnel office should remember, however, that all needs in the Army are important and it is only in Washington that the relative degree of importance of conflicting needs can be accurately determined. The process of deciding priority and editing requisitions has the effect of avoiding unnecessary transfers from camps. If, in spite of this, a man or group of men is ordered for transfer to some other point it may be accepted as a certainty that the need for them is imperative. The function of the Allotment Section is such as to provide for a rapid and efficient up-building of the entire Army, provided it has the co-operation of those in the camp who must administer its details.

CHAPTER VIII

TABLES OF OCCUPATIONAL NEEDS AND PERSONNEL SPECIFICATIONS

SCOPE AND PURPOSE

Personnel Specifications were prepared in order to provide a definite and organized method of placing the supply of specialists in organizations and to secure their equitable distribution throughout the Army. They aimed not only to inform the organization commander how best to utilize the trade ability he had at his disposal but also to assist him in securing the maximum use of all qualifications of his personnel. In Fig. 29 a specimen page is reproduced which gives a clear idea of what such specifications are.

This page is taken from the Personnel Specifications of the Coast Artillery Corps (CCP-465). It gives in detail part of the organization of the Brigade Headquarters Section for Army Artillery. As will be observed, it states qualifications of the men both occupationally and otherwise. Thus for the Sergeant Major, Senior Grade, a journeyman general clerk is required, while for the First Sergeant an "unclassified" man "with qualities of leadership and of superior mechanical ability" will serve. Similarly, the Sergeant Orderly is specified as a man of "good education and of high average intelligence." An instance of the attempt to supply substitute civil occupations to be utilized if the first choice is not available is seen in the case of the Radio Operator where a telegrapher is specified as a substitute for wireless or buzzer operator. In all

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Personnel Specifications
Table 204-A

BRIGADE HEADQUARTERS SECTION
BRIGADE HEADQUARTERS—ARMY ARTILLERY
(TABLES OF ORGANIZATION No. 204)

Army title set in bold face type followed on the same line by the corresponding civilian occupation, the number of men, the degree of skill and the occupational symbol.

On the next line appears the suggested substitute occupation. Then follows the description of army duties.

1 Sergeant Major, Sr. Grade....	Clerical worker, general.....	1	Jour.	38g
	Chief clerk of brigade headquarters office; under direction of Adjutant supervises the preparation and filing of reports, correspondence and orders. Required to take dictation and to typewrite quickly and accurately.			
1 First Sergeant:	Foreman with qualities of leadership and of superior mechanical ability..	1		Uncl.
	Agent of detachment commander in maintaining discipline; manages detachment under direction of detachment commander; arranges details in execution of orders and assigns men to various employment; required to supervise preparation of detachment reports, returns and correspondence.			
1 Supply Sergeant.....	Stockkeeper	1	Jour.	18s
	<i>Substitute:</i> Merchant. Keeps detachment property and supplies, provides for replenishing these stores, issues same and keeps account thereof; supervises repairs to property.			
3 Sergeants:				
1 Orderly:	Good education; high average intelligence.....	1		Uncl.
	Used for courier service at brigade headquarters.			
1 Signaller:	Telegrapher	1	Appr.	31t
	In charge of all forms of signalling of the detachment except wireless; responsible for instruction, proficiency and discipline of signallers.			
1 Radio Operator..	Wireless or buzzer operator	1	Jour.	31w
	<i>Substitute:</i> Telegrapher. Must understand the care and operation of wireless apparatus and be capable of making repairs under adverse conditions. Required to send and receive fifteen words per minute.			
8 Corporals:				
1 Range Finder....	High average intelligence	1		Uncl.
	Operates range finding instrument similar to transit and telescope.			
2 Signallers:	Good education, high average intelligence.....	2		Uncl.
	Field buzzer operators; use all forms of visual signalling.			
2 Instrument Corporals.....	Good education	2		Uncl.
	Use position and range finding optical instruments and compute angles and ranges.			

FIG. 29

cases where an occupation is required, the code symbol, as used in the Index of Occupations (CCP-4), is given. Lastly, in order to relate the qualifications of the men to the duties they perform, a brief but comprehensive description of the duties is given in every case.

By January 1, 1919, tables of occupational needs had been prepared and issued for the following units of the Army:

Infantry Division

Section 1. Division Headquarters and Summary of the Division (CCP-451)

Section 2. Infantry Brigade (CCP-452)

Section 3. Field Artillery Brigade (CCP-453)

Section 4. Field Signal Battalion; Regiment of Engineers (Sappers) (CCP-454)

Section 5. Division Trains (CCP-455)

Section 6. Attached to an Infantry Division; Medical Department; Ordnance Personnel; Veterinary Service (CCP-456)

Quartermaster Corps, complete (CCP-457)

By March 1, 1919, personnel specifications had been prepared and issued for the following units of the Army:

Air Service

Section 1. Service Headquarters and Balloon Section (CCP-470)

Section 2. Service Units (CCP-471)

Section 3. Construction, Repair, and Supply Units (CCP-472)

Supplement. Single Unit Field (CCP-473)

Coast Artillery Corps, complete (CCP-465)

Signal Corps, Field Signal Battalion, Telegraph Battalion, Pigeon Company (CCP-475)

Motor Transport Corps, complete (CCP-458)

Cavalry Regiment (CCP-460)

Tank Corps, complete (CCP-459)

Corps of Engineers

Section 1. Divisional Troops (fully armed); Corps and Army Troops (fully armed) (CCP-480)

Section 2. Special Troops, Except Transportation (partly armed) (CCP-481)

Section 3. Transportation Troops (partly armed) (CCP-482)

Chemical Warfare Service, Gas Regiment (CCP-479)

History of the Development of Personnel Specifications

Early in October, 1917, Chart B was issued for the use of personnel officers. It gave the total number of specialists needed in each major organization of a combat division, but did not distinguish specialists except as to main groups listed on the qualification card, i. e., machinists, blacksmiths, carpenters, etc. This chart was of material value in distributing occupational specialists within the National Army Divisions. But after all, it supplied only a meagre amount of information.

During March, 1918, Tables of Occupational Needs were issued in mimeographed form, giving by sub-groups the specialists needed in a combat division and presenting this information, moreover, for each unit in the division. These tables were a very great advance over Chart B in every respect. The tables were later sent to France and there revised by officers who had seen actual service at the front. Following this, the tables were issued in printed form in six small pamphlets, 6x9 inches in size. See Figs. 30 and 31, the first of which gives in detail the occupational needs of a Rifle Company, Infantry Regiment, and the second summarizes the needs for an entire regiment.

TABLES OF OCCUPATIONAL NEEDS 197

Table 7—OCCUPATIONAL NEEDS
(Tables of Organisation, No. 7) For Official Use Only
RIFLE COMPANY
INFANTRY REGIMENT

Table of organization	Table of corresponding civilian occupations	
	Number	
Army title	Journey- man (Green)	Appren- tice (Orange)
1 1st Sergeant		
1 Mess Sergeant	1	
1 Supply Sergeant	1	
12 Sergeants		
4 Asst. to Platoon manders		
4 Riflemen		
4 Automatic Riflemen		
33 Corporals		
1 Company Clerk	1	
8 Automatic Rifle- men		
8 Bombers		
8 Rifle Grenadiers		
8 Riflemen		
4 Cooks	4	
4 Mechanics	1	1
		2
2 Buglers		2
64 Privates, 1st Class		
4 Agents and Sig- nalmen		2
		2
16 Automatic-Rifle Gunnery		
128 Privates		
16 Runners	1	1
		1
	1	2
	1	1
	1	4
	1	1
		2
	12	21
250 Total enlisted		

Caterer (40 ca)
Merchant or Stock-
keeper (42 or 18 s)

Clerical Worker and
Typist (38 g and
39 t)

Cooks; desirable to have
one baker and one
with experience as
meat cutter (40 c, 40
b, and 41 b)

Carpenter (8 g)
Gunsmith (11 g); or
General Mechanic (6
mc)
All around mechanics
(6 mc)
Buglers (44 bu, or 44 b,
cornetist)

Telegraph Operators
(31 t)
Telephone men (33 t)

LESS ESSENTIAL GROUP:

Barber (45)
Butcher (41 b)
Carpenters (8 g)
Clerical workers (38 g)
Interpreters, French
(52; 1 skilled for co.
hqs., and 1 partly
skilled for each pla-
toon)
Tailors (48 b, t)
Typists (39 t)

33 Occupational
specialists
45 Others, leadership
material
172 Not specified

250 Total enlisted

FIG. 30

Summary Table 4—OCCUPATIONAL NEEDS

(Tables of Organization, No. 4)

For Official Use Only

REGIMENT OF INFANTRY

MAIN GROUP.—Civilian occupations most nearly corresponding to qualifications indicated by tables of organization.

	Hdqrs. Co.		Supply Co.		Rifle Co. (x12.)		M. G. Co.		Regt.	
	Journey- men	Apprentice	Journey- men	Apprentice	Journey- men	Apprentice	Journey- men	Apprentice	Journey- men	Apprentice
Bandman (44 b)	28*	20	...	...	...	...	...	...	28	20
Barber (45)	...	2	...	...	...	...	...	...	...	2
Blacksmith (7 g)	...	...	1	...	...	...	1	...	2	...
Bugler (44 bu)	...	...	...	...	...	2	...	2	...	26
Carpenter (8)	2	6	1	...	1	...	...	...	15	6
Caterer (40 ca)	1	...	1	...	1	...	1	...	15	...
Chauffeur (22 a)	1	...	...	...	...	...	...	...	1	...
Chemist (67 g)	1	...	...	...	...	...	...	...	1	...
Clerical Worker & Stenog- rapher (38 g plus 39 s) ..	4	...	...	...	...	...	...	...	4	...
Clerical Worker and Typist (38 g plus 39 t)	6	2	1	...	1	...	1	...	20	2
Cobbler (47 c)	...	...	3	...	...	...	...	...	3	...
Construction Foreman (50 ea)	2	1	...	...	...	...	...	...	2	1
Cook (40 c)	6	...	7	...	4	...	3	...	64	...
Electrician and telegrapher (10 plus 31 t)	3	5	...	...	...	...	1	...	4	5
Farrier and Stable Boss (28 f, 27 h)	1	...	1	...	...	...	1	...	3	...
Gunsmith (11)	...	...	...	...	...	1	...	...	...	12
Horseman (27 h)	3	11	...	...	...	...	...	...	3	11
Horseshoer (7 h)	1	...	3	2	...	...	1	...	5	2
Interpreter, French (52) ..	2	...	...	...	...	...	...	...	2	...
Interpreter, German (53) ..	1	...	...	...	...	...	...	...	1	...
Investigator (82 i)	1	...	...	...	...	...	...	...	1	...
Laborer (8)	...	26	...	...	...	...	...	...	...	26
Lineman (82 t)	1	...	...	...	...	...	...	...	1	...
Map Maker (20 tp)	...	...	...	...	...	...	1	...	...	1
Mason (Brick or Stone) (26 a or g)	...	2	...	...	...	...	...	...	...	2
Mechanic (6 mc)	2	2	...	...	...	2	3	...	5	26
Merchant or Stockkeeper (42 or 18 s)	1	...	7	...	1	...	1	...	21	...
Miner, Digger (12 d)	3	14	...	...	...	...	...	...	3	14
Miner, Foreman (12 f)	2	2	...	...	...	...	...	...	2	2
Miner, Timberman (12 t) ..	...	1	...	...	...	...	...	...	...	1
Miner, Other (12)	...	11	...	...	...	...	...	...	...	11
Motorcyclists (22 m)	2	...	...	...	...	...	...	...	2	...
Postal Clerks (38 po)	1	3	...	...	...	...	...	...	1	3
Saddler (47 s)	...	1	1	1	...	...	1	...	1	3
Teamster (27 t)	2	8	44	46	...	...	...	...	46	54
Telephone Man (33)	7	...	...	...	...	2	1	...	7	25
Telegraph Operator (31 t) ..	...	...	...	...	...	2	...	...	...	24
Transitman (30 tr)	1	2	...	...	...	...	1	3	2	5
Waiter (40 w)	...	...	4	...	...	...	...	...	4	...
Totals: Main group	85*	119	74	49	8	9	14	8	269	284
Less essential group	1	31	7	14	4	12	3	7	59	196
Occupational specialists	236	...	144	...	33	...	32	...	808	...
Others, leadership material ..	15	...	3	...	45	...	22	...	580	...
Not specified	54	...	9	...	172	...	118	...	2275	...
Total enlisted	335	...	156	...	250	...	172	...	3663*	...

*Band leader not counted as his grade may be commissioned.

FIG. 31

The assignment of occupational specialists to units in these tables included (1) those specialists who were to perform in the Army duties primarily vocational or continuations of their civilian employments; and (2) those specialists who were assigned duties the proper performance of which would draw upon their occupational qualifications to some extent.

It was while the Tables of Occupational Needs for an Infantry Division were being revised that the fact was driven home with so much emphasis it could no longer be neglected that men could not be classified by occupations alone; and that by the very nature of these tables, which specified an occupationalist for a duty which had at best only a few essentials of a vocation in it, the tables were becoming too rich in occupational specialists. In consequence the necessity arose for taking into consideration qualifications other than occupational in order properly to make the best utilization of the personnel coming into the Army. Work was then commenced upon real personnel specifications (see Fig. 29) which would take into account other factors upon which a man's assignment should be based, such as his physical, educational, intellectual, and leadership qualifications. Furthermore, in order to keep the relation between the qualifications a man possesses and the duties he performs foremost in the minds of those who are making the initial and subsequent assignments of men to Army units, the personnel specifications set forth in concise but comprehensive style the duties of each of the Army grades for which it describes the qualifications.

The Tables of Occupational Needs were extensively employed in building units. The Personnel Specifications, on the other hand, were not issued and made available for

general use until after the signing of the armistice. It was the intention, however, to use them more extensively than the Tables of Occupational Needs, as they are more complete. For that reason, the following operating procedure covers their use as well as that of the Tables of Occupational Needs.

VALUE OF PERSONNEL SPECIFICATIONS

The immediate value of personnel specifications is four-fold: (1) The Army is given the benefit of civilian experience gained at the soldier's expense; (2) the need for Army schools to develop specialists out of raw material is minimized; (3) the training period of units is shortened inasmuch as only military instruction is necessary and not both military and occupational instruction; and (4) the man is much more likely to be contented because of being continued at work he enjoys.

A less immediate value but really a more important one is that a central planning board is able to determine how specialists shall be used and to husband the supply, particularly in cases where the demand far exceeds the supply, so that the entire Army may be guaranteed an equitable distribution of specialists. It was a perfectly natural tendency of each branch of the Army to ask for the best men for their own units. When there were enough to go round such requests could be sanctioned, but this was rarely the case. To meet this situation fairly the personnel specifications provided substitutes that could more likely be obtained and could serve practically as well.

USE OF PERSONNEL SPECIFICATIONS

Use of Specifications by Personnel Adjutants in the Camps

Personnel specifications supply definite information as

to the needs of army units for specialists, and thus are fundamental to the proper placing of men in units. The whole procedure is outlined in Chapter VII. Only a few additional details need to be added here.

The primary duty of the personnel adjutant is to furnish organization commanders sufficient specialists to provide an occupational balance for their organizations. (He is not concerned with fitting the men into individual jobs, but rather to furnish the totals needed for an entire unit. At the same time he must not waste specialists, nor must he slight any organization in the matter of specialists. He must send to the organization men who can do the work required. And he must preserve for the formation of more highly specialized technical units those occupational specialists who can function in several commands perhaps, but whose ability is not challenged to the fullest measure except in the specialized technical unit.

An illustration will make this matter clearer. Many wireless operators are needed for repair units of the Air Service; many are also required by the Heavy Artillery. When a man is selected purely on the basis of an occupational name the personnel adjutant cannot decide between two wireless operators as to which one is to go to the air service and which one is to go to the heavy artillery. If he is forming the air service unit first, the first wireless operator who turns up goes to the air service while the heavy artillery, which is forming second, gets what remains. With no further criterion to judge by than the name of the trade, the air service may get a man who belongs to heavy artillery and the artillery a man who belongs to the air service. From the personnel specifications of these two arms we secure the following information:

Radio Sergeant, Heavy Artillery

1 Radio Sergeant—Wireless or buzzer operator 1 Jour. 31w
Substitute: Telegrapher.

Cares for and operates wireless apparatus and makes repairs under adverse conditions. Required to send and receive fifteen words per minute.

Sergeant 1st Class, Air Service

1 Wireless Operator—Wireless Operator 1 Jour. 31w
Supervises the testing of repaired radio units and accessory wireless apparatus.

Comparing these two definitions of duties, the personnel adjutant sees that for the heavy artillery the man who can stand the strain of continuous action at the front is required, while for the air service the more technically trained expert is needed. The heavy artillery should get a man in first-class physical condition although he may not have as much academic ability at wireless as is usual, while the wireless operator for the air service is selected purely upon his ability to supervise and care for the testing of radio apparatus.

The personnel adjutant will thus use personnel specifications in those instances where there is some doubt in his mind as to the placement of the specialist. Not all specialists and not all men require that individual attention be given to their cases prior to their assignment, but since the first assignment is intended to be permanent, in order to prevent the confusion of many transfers, it is the aim of all personnel adjutants to make that first assignment as exact as possible. By using personnel specifications thus to furnish the clue to doubtful cases the initial assignment of a man to an organization can be made by the personnel adjutant with considerable certainty of its proving permanent.

Through the careful study of personnel specifications, together with actual experience in placing men and discussing what is wanted with commanding officers, the personnel adjutant becomes a real authority as to how best to utilize all kinds of men.

Use of Specifications by Organization Commanders

Organization commanders, in assigning men to the duties to which they have been assigned as specialists by the personnel adjutant, meet with trouble in relating the qualifications of a man to his duties. The soldier's qualification card is the index of a man's qualifications. The unit commander on looking over these cards, tends naturally to place the men on the basis of some outstanding single qualification. It is no disparagement of the unit commander to say that this is what he is apt to do, for he cannot keep permanently to the forefront of his mind all the duties of each grade in his organization. In many instances, whether from a lack of experience or a limitation of experience, various grades within his organization are thought of by him in terms of one duty. The aim of personnel specifications being to indicate briefly but comprehensively the range of all the duties a man performs or is likely to be called upon to perform, the unit commander can refresh his recollection of the qualifications of the job by reviewing these specifications.

The method of assigning men to duties within the organization, therefore, is that the unit commander reads over the qualifications of his men as expressed on the qualification cards and then reads over the qualifications of the duties to be performed as expressed in personnel specifications. Finally, he fits each soldier into his organization in the place indicated by personnel specifications.

The use of personnel specifications within an organization is limited by conditions which it is impossible to provide for in the compilation of such specifications. A soldier cannot be warranted upon the basis of qualifications which appear on his card, except in those instances where organizations perform a purely vocational function. Much of the reason for warranting a non-commissioned officer depends not upon what he has done or upon what he is capable of doing, but upon what he actually does. This cannot be told by any record of achievement or inspection; it must be determined by the status of the soldier and what he is doing within the organization at the time he is warranted. Personnel specifications do not attempt to limit the company commander in choosing those soldiers whom he desires for his non-commissioned officers. On the other hand, they do attempt to point the way to him for assigning men in his organization to places where they have a fair prospect of making good. It is believed that if a man is assigned by an honest comparison of his qualification card with the specifications of the place which it is intended for him to fill, in the majority of instances the assignment will prove permanent.

Use of Personnel Specifications as the Basis of Distributing Men Throughout the Entire Army

The Tables of Occupational Needs as first published in March, 1918, were prefaced by a note from The Adjutant General of the Army, which said in part:

"It is out of the question, in many instances, to supply all the men with civilian experience in the occupations named. These tables are not to be construed by company and regimental commanders as in any sense indicating that they are entitled to

have men of these occupational qualifications assigned to them. Instead, the tables will serve as rough guides by which to apportion among the different units the skilled men available, and thus effect a well-balanced organization."

Whether or not the unit got all the occupational specialists it needed for proper functioning depended at the time of the first issuance of the Tables of Occupational Needs upon the availability of the occupational specialists within the camp at which the unit was being organized.

As time went on, however, it became apparent that to organize divisions upon the basis of local availability of specialists would result in the formation of divisions unequally balanced occupationally, which would make some less reliable than others. Mobilization of men for the Army was by locality; that is, men from Pennsylvania went to one camp, men from South Carolina went to another. In the great industrial and trade centers, therefore, more men having occupational ability went to camp than from the less highly industrialized parts of the South and Middle West. It was evident that it was quite necessary to make the assignment of specialists to units depend not upon their availability within the camp but upon their availability within the Army at large. Accordingly, all tables of occupational needs subsequent to the first edition were issued with the following note, which determined their use:

"The purpose of these tables is to assist in fitting into the Army civilian occupational experience where it will be utilized to the best advantage. Because of the scarcity of men possessing trade ability, the occupations specified in these tables have been divided into two groups:

(a) Those that are essential to successful operation

are known as the *Main Group* and are to be provided.

- (b) Those that are desirable but not entirely essential to successful operation are listed under *Less Essential Group*, and are to be fitted in as indicated, provided they are available and are not needed for assignment elsewhere in some *Main Group*.

"In the organization of units requisitions for occupationalists will therefore be honored only in order to complete such *Main Groups*."

This meant that a personnel adjutant in forming his division could requisition upon the Central Distributing Office at Washington for such specialists as he needed to make up the number allowed to his division by the tables of occupational needs.

Accordingly the use of these tables by personnel adjutants resulted in the assignment of specialists to organizations irrespective of their local availability. Personnel adjutants allotted men to the various units of the division in accordance with the summary tables for each organization. Against the number of occupationalists needed was checked the number on hand and the Central Distributing Office at Washington was requisitioned for the difference.

Use of Tables of Occupational Needs by Personnel Officers of Staff Corps

The various Staff Corps of the Army, consisting of highly specialized units each having a definite and technical function to perform, naturally in the first instance demanded more occupational specialists than the divisions composed of combatant troops. To provide themselves with these specialists the Staff Corps conducted recruiting campaigns early in the War and secured to a large extent

the number of specialists necessary to form what organizations of the Staff Corps were authorized.

As the duplication of units of staff corps which had been formed many times before occurred, it was seen that tables of occupational needs which presented a definite allowance of specialists to a unit were necessary. Accordingly, those officers in charge of the personnel of the staff corps prepared tables for the units which were forming or had formed under their supervision. Upon such tables they were coming more and more to base their estimates for specialists that they needed, and in several cases they were able to present to the Central Distributing Office definite schedules of what was needed covering a considerable period of time in advance.

CHAPTER IX

BALANCING ARMY UNITS

THE PROBLEM OF PLACEMENT

The most important duty of the personnel adjutant of a division or regiment of combatant troops or of a unit of staff or service troops, is to see that his unit has the requisite personnel both as to number and kind that are called for by the tables of Army organization authorized for his unit, and that they are properly placed. His task, in a word, is to co-ordinate the "man analysis" and the "job analysis."

If his unit is to function successfully, it is necessary that its personnel shall be well trained in the operations assigned to it. Many of the duties to be performed require knowledge and dexterity that can only be gained from long training and experience. In the rapid formation of an army from civilian material, therefore, it becomes fundamentally important to use to immediate advantage the civilian experience the recruits brought into the army. This is accomplished by assigning at the outset men who have particular civilian occupational ability to those units and to those positions in the units where their ability can count most because of its ready convertibility to army usefulness.

Fortunately, the great majority of army duties involving trade skill are paralleled by activities of civil life. The building and operation of railways, telephone and telegraph communications, repair shops, docks, etc.,

the handling and care of motor transports, aeroplanes, tanks, radio apparatus and the like, all have their counterparts under peace-time conditions.

The Tables of Occupational Needs and the sets of Personnel Specifications which the personnel organization has developed in the manner described in Chapter VIII, provide a description of the qualifications required for each man in the Army, particularly in case those qualifications include specialized ability. The classification of men, made by the methods described in Chapters IV, V and VI, indicate just what qualifications each selective service recruit possesses. The distribution of occupational specialists, accomplished by the methods described in Chapter VII, endeavors to give to each unit being formed, so far as possible, the number and kinds of men required.

If all these processes have been well done, it only remains for the personnel adjutant of the unit to see that each man is placed in the position where his abilities are most needed. Unless this is done the previous work is largely wasted, for a skilled man placed where his skill is not utilized is for all practical purposes an unskilled man. Moreover, the period of training needed to whip the organization into shape is lengthened by many weeks if full advantage is not taken of the natural aptitudes and acquired experience of the men.

MAKING THE ASSIGNMENTS

When Assignments Should be Made

The operation of assigning the personnel of a unit to utilize most completely and efficiently the available talent is called "balancing a unit." It should be per-

formed, if possible, at the time the unit is being organized; otherwise time will be lost in the training process. However, it is often found better to make reassignments for the sake of better balance after a unit is months along in its training than not to make them at all.

To permit of balancing the unit at the time of original formation it is necessary that the men who are to compose a given unit be temporarily assigned to casual companies while the personnel adjutant prepares their qualification records, or reviews the cards in case the men come to the unit with their qualification cards already prepared.

Laying Out the Chart

The procedure in forming the unit would be as follows: The personnel adjutant, using as a basis the figures from the personnel specifications, lays out on a large sheet of paper a chart headed at the top with the various organizations forming the unit, and at the sides the various occupations necessary to the unit. The needs of each organization for men by occupation of each kind would then be written in the proper squares on the chart. For example, in the accompanying illustration (Fig. 32)

	321 INFANTRY		322 INFANTRY		323 INFANTRY		324 INFANTRY		301 P. & S. Co.		302 P. & S. Co.		30 Bns. Hq.		31 Bns. Hq.	
Electrician 7g	2	0	2	0	2	0	2	0	4	0	4	0	0	0	0	0
Carpenter 8g	15	6	15	6	15	6	15	6	0	2	0	2	0	0	0	0
Cook 40c	64	0	64	0	64	0	64	0	4	0	4	0	2	0	2	0
Farrier 28f	3	0	3	0	3	0	3	0	5	0	5	0	1	0	1	0

FIG. 32

Assignment Chart (Prepared locally)

two journeymen (green tabbed) blacksmiths should be assigned to each of the four infantry regiments, four journeymen blacksmiths to the machine gun battalions and none to the two brigade headquarters. Similarly, fifteen journeymen and six apprentice (orange tabbed) carpenters should be assigned to each of the infantry regiments, etc. At the extreme right of the chart is given the total number of occupational specialists needed in filling all the organizations under consideration.

On a long table is laid out in chalk lines a number of squares, one square for each organization to be organized. In the appropriate squares the qualification cards are laid as they are selected for that organization.

Assignment of Occupational Specialists

The cards of all the men are first divided into classified and unclassified groups. The classified cards are next sorted into occupational groups. Everything is then in readiness for the distribution. Having in mind the priority of formation or importance of one unit over another in the group under formation, as well as the total number of any type of specialists needed and the total supply available, the personnel adjutant then proceeds to match up his cards with the needs of the units.

He considers machinists first, assigning each man according to his special experience and the peculiar duties to be performed in the several units. If he has an ample supply, all units are provided; if his supply is less than the demand, he distributes those he has where they will be most effective; if no unit has prior claim over the others, he distributes them pro rata. In the same way carpenters are next distributed, and so on

through the list. If there are more specialists available than needed, they are reserved for units to be formed in the future or else distributed where they will be of most value in the units under consideration. In the latter case they are tallied on the chart as "unclassified men."

It may happen that among the surplus specialists in some trade there are men who are also skilled in a secondary occupation which is represented by an insufficient number of men to meet requirements. In such a case these specialists will be used in the secondary occupation, rather than assigned as unclassified. For example, there may be a surplus of farriers but a dearth of blacksmiths; if so, a man primarily a farrier and secondarily a blacksmith would be assigned as the latter. Even if he is a journeyman farrier and only an apprentice blacksmith, this procedure would be followed, provided the supply of journeymen and apprentice blacksmiths were insufficient.

As it is a common experience to find skilled men who are classifiable in several needed trades, it often proves a complicated process to distribute these specialists to the best advantage. Cards once placed do not always stay put; they may have to be moved several times before the occupational specialists are placed to best advantage. A personnel adjutant who enjoys puzzles and games of solitaire will find it fascinating; others may find it quite the opposite.

As the men are distributed, a tally clerk records each assignment on the chart in the appropriate square. When the classified men have been distributed the chart shows at a glance how many of each have been assigned to each unit; also how many in addition have been assigned as "unclassified" men, if any.

Assignment of Unclassified Men

When all this is accomplished, a survey is made to determine the average intelligence of the men so far assigned by occupation, so that adjustments may be made to balance intelligence between units when the cards of the unclassified men are distributed. This is accomplished by tallying the intelligence ratings appearing on the cards, under "A," "B," "C," etc., as described in Chapter X of this Manual, so that the average may be struck for each unit and then posted to the chart.

The unclassified cards, having been sorted out into groups under each of the intelligence grades, can now be distributed so as to raise or lower the average intelligence as represented by the cards previously distributed by occupation, thus equalizing the distribution of men of high, average and low intelligence. This gives all the units the equal advantage to be gained from having a due proportion of men of high intelligence for positions of responsibility and not more than a proportionate share of men of low intelligence who likewise have their usefulness on duties that would not be relished by men of superior intelligence.

Co-operation with Commanding Officers

Two additional steps may now be taken if local conditions warrant. The first consists in inviting the commanding officer of each unit to be formed and his personnel adjutant to visit the personnel office and go over the qualification cards of the men to be assigned them. This visit affords an opportunity for the personnel adjutant to explain personnel work and makes possible slight adjustments which win the personal friendship of the officers concerned. The second step is to have the per-

sonnel adjutant of each unit work out just how he will assign the men to the several companies in the unit. This is done under the guidance of the camp or division personnel adjutant as above described, except that companies are now the unit of interest instead of regiments and battalions. If this second step is carried out, there finally results a complete assignment of men to regiments and companies. This procedure has worked out satisfactorily wherever it has been carefully performed.

The next step leads to the preparation of the camp order assigning the men to the various units from their temporary assignments in the depot brigade or other casual unit. The order should contain the man's name, Army Serial Number, occupation by which he is assigned, and the intelligence rating. The company commander is then in position to proceed to make proper selections and assign the men at once to their future duties. The intelligence rating is particularly useful in seeking out prospective non-commissioned officer material.

When a collection of units is being formed, due regard is to be paid to the greater need for high intelligence and initiative in certain units than in others; for example, a machine gun unit as contrasted with a supply train, or an artillery battery as contrasted with a bakery unit.

The personnel adjutant must also have from his commanding officer the priority of formation or completion of certain units needful to the support of other units to be formed later as a part of the same project, and to them would be given at the outset a full complement of personnel, including all needed specialists. In a division, for example, the headquarters, supply train, military police and hospitals would ordinarily be formed before the combatant units.

When the initial supply of men is not adequate to fill the units on the first distribution, the foregoing procedure is repeated upon the arrival of each additional increment until all the units are filled. Herein comes the advantage of the chart as a record of previous distribution of men by occupational qualifications and intelligence.

Before the unit is finally filled, or if filled at the outset but depleted by deaths, discharges, transfers, losses to officer schools, etc., each company commander should be called on to make a requisition for men by occupations to make up his deficit. While this apparently may not be necessary in the light of the record on the distribution chart, it has the distinct advantage of causing the commander to survey his personnel and of acquainting the personnel adjutant with the uses to which the men have been put. When such requisitions are received they are compared with the qualification cards of the men in the unit in question and notations made as to such items as appear questionable in the light of the qualifications of the men already assigned.

For example, the company commander may ask for several specialists already credited to him. After conference with him it may appear that some of his occupational specialists have developed into first-class non-commissioned officers. In this case other specialists should be transferred, provided they are available. If there is a great shortage, it may be necessary, on the other hand, to use these non-commissioned officers in terms of their occupational specialty instead of as leaders.

While the Personnel Specifications set up very definitely the needs of each unit, due allowance must be made for the personality, experience and ideals of the unit

commander and variation may be made accordingly in the judgment of the personnel adjutant on the uses made of the men assigned. This need for variation makes important close co-operation between the personnel adjutant and all the commanders to whom he must render "Personnel Service."

BALANCING UNITS ALREADY FORMED

Basis for Redistribution

Where units have been formed without regard to the scientific distribution of the men, it becomes necessary as soon thereafter as practicable to make a survey of the qualification cards of the men composing the units to determine just where the occupational skill is present, and to what extent and how evenly it may be distributed over the organizations composing the unit. If no qualification cards are present the men must be interviewed, trade tested, and classified, and given the psychological tests before the work can begin.

Such a survey involves the counting of occupations of the men in each unit and the summarization of the count under each occupation by companies in a regiment, by regiments in a brigade and brigades in a division, or by analogous units in other organizations not arranged by divisions. These statements are effectively and graphically set up if arranged in much the same way as the distribution chart described above. From the chart it is evident which units are short of occupational specialists and which have an oversupply; also in what occupations and the number. Grand totals of supply and demand within the entire organization show the possibilities as to whether the organization can be completely

balanced or not. With this in mind, the qualification cards are redistributed upon the large table so as to balance each unit as far as possible. When there is serious shortage certain units will usually be favored by direction of the commanding officer, and such will be completely balanced, while others will be supplied only a cadre.

When the organization has been balanced as far as the limited supply will permit, a requisition is forwarded to the War Department. Such a requisition also serves as an exceedingly good basis for determining the kinds of schools to be run by the organization. For the War Department may not be able, through lack of specialists, to fill the requisition and in consequence graduates from such schools will help materially in filling the need.

The building of units at initial formation is by far the preferred method. It has the further and very distinct advantage of giving them stability through the avoidance of subsequent transfers.

After men have become established in a unit it is undesirable to remove them, because of the attachments they have formed both within the unit and for it. More important still, the commander, becoming acquainted with his men and having spent time and effort in training them in their particular duties, is loath to part with them, even though promised men of equivalent ability, and though impressed with the Army's greater need for such men because their occupational ability will make them of greater usefulness in some other unit.

Final Survey of Unit

Even though a division, or similar large unit, may be properly balanced at the outset, by the time it has

completed its training period and begins to approach a date where it is likely to be put on priority for actual service, it becomes necessary to make a quick final survey to determine whether or not, from an occupational standpoint, the unit is properly equipped to perform successfully its intended functions.

CHAPTER X

INTELLIGENCE RATINGS

PURPOSE OF THE INTELLIGENCE TESTS

Under the direction of the Division of Psychology, Medical Department, and in accordance with General Orders No. 74, War Department, 1918, mental tests are given all recruits, during the two-week detention period. These tests provide an immediate and reasonably dependable classification of the men according to *general intelligence*. Their specific purposes are to aid:—

(1) In the discovery of men whose superior intelligence suggests their consideration for advancement;

(2) In the prompt selection and assignment to development battalions of men who are so inferior mentally that they are suited only for selected assignments;

(3) In forming organizations of uniform mental strength where such uniformity is desired;

(4) In forming organizations of superior mental strength where such superiority is demanded by the nature of the work to be performed;

(5) In selecting suitable men for various army duties or for special training in colleges or technical schools;

(6) In the early formation of training groups within a company in order that each man may receive instruction and drill according to his ability to profit thereby;

(7) In the early recognition of slow thinking minds which might otherwise be mistaken for stubborn or disobedient characters;

(8) In eliminating from the Army those men whose low grade intelligence renders them either a burden or a menace to the service.

NATURE OF THE TESTS

The tests were prepared by a special committee of the American Psychological Association. Before being ordered into general use they were thoroughly tried out in four National Army Cantonments, and from time to time have undergone revision to increase their practical usefulness. Between May 1 and October 1, 1918, approximately one million three hundred thousand men were tested.

Three systems of tests are now in use:—

(1) *Alpha*

This is a group test for men who read and write English. It requires only fifty minutes, and can be given to groups as large as 500. The test material is so arranged that each of its 212 questions may be answered without writing, merely by underlining, crossing out or checking. The papers are later scored by means of stencils, so that nothing is left to the personal judgment of those who do the scoring. The mental rating which results is therefore wholly objective.

(2) *Beta*

This is a group test for foreigners and illiterates. It may be given to groups of from 75 to 300 and requires approximately fifty minutes. Success in Beta does not depend upon knowledge of English, as the instructions are given entirely by pantomime and demonstration. Like Alpha, it measures general intelligence,

but does so through the use of concrete or picture material instead of by the use of printed language. It is also scored by stencils and yields an objective rating.

(3) *Individual Tests*

Three forms of individual tests are used: The Yerkes-Bridges Point Scale, the Stanford-Binet Scale, and the Performance Scale. An individual test requires from fifteen to thirty minutes. The instructions for the Performance Scale are given by means of gestures and demonstration, and a high score may be earned in it by an intelligent recruit who does not know a word of English.

All enlisted men are given either Alpha or Beta according to their degree of literacy. Those who fail in Alpha are given Beta, and those who fail to pass Test Beta are given an individual test.

As a result of the tests, each man is rated as A, B, C+, C, C—, D, D— or E. The letter ratings are reported to the Interviewing Section of the personnel office, and are there copied on the qualification cards (in the square marked Intelligence). The psychological report, after the grades have been copied on the qualification cards, is forwarded from the Interviewing Section to the Mustering Section of the personnel office, where each soldier's letter rating is copied on the second page of his Service Record. A copy of the psychological report is also sent by the psychological examiner to the company commander, who uses it in the organization of his company. In some camps the entering of intelligence grades on service records has been left to company commanders, but accuracy and uniformity is secured by having these grades entered in the Mustering Section of the personnel office when the service records are being started.

The psychological staff in a camp is ordinarily able to test 2000 men per day and to report the ratings to the personnel office within 24 hours. Personnel adjutants will co-operate in arranging the schedule of psychological examinations so as to secure from them maximum value. (See Chapter IV for the proper co-ordination of the work of the psychological examiner with the work of other officers in a camp.)

EXPLANATION OF LETTER RATINGS

The rating a man earns furnishes a fairly reliable index of his *ability to learn, to think quickly and accurately, to analyze a situation, to maintain a state of mental alertness, and to comprehend and follow instructions*. The score is little influenced by schooling. Some of the highest records have been made by men who had never completed the eighth grade. The meaning of the letter ratings is as follows:

A. *Very Superior Intelligence*

This grade is earned by only four or five soldiers out of a hundred. The "A" group is composed of men of marked intellectuality. "A" men are of high officer type when they are also endowed with leadership and other necessary qualities.

B. *Superior Intelligence*

"B" intelligence is superior, but less exceptional than that represented by "A." The rating "B" is obtained by eight to ten soldiers out of a hundred. The group contains a good many men of the commissioned officer type and a large amount of non-commissioned officer material.

C+. *High Average Intelligence*

This group includes about fifteen to eighteen per cent of all soldiers and contains a large amount of non-commissioned officer material with occasionally a man whose leadership and power to command fit him for commissioned rank.

C. *Average Intelligence*

Includes about twenty-five per cent of soldiers. Excellent private type with a certain amount of fair non-commissioned officer material.

C—. *Low Average Intelligence*

Includes about twenty per cent. While below average in intelligence, "C—" men are usually good privates and satisfactory in work of routine nature.

D. *Inferior Intelligence*

Includes about fifteen per cent of soldiers. "D" men are likely to be fair soldiers, but are usually slow in learning and rarely go above the rank of private. They are short on initiative and so require more than the usual amount of supervision. Many of them are illiterate or foreign.

D— and E. *Very Inferior Intelligence*

This group is divided into two classes (1) "D—" men, who are very inferior in intelligence but are considered fit for regular service; and (2) "E" men, those whose mental inferiority justifies their recommendation for Development Battalion, special service organization, rejection, or discharge. The majority of "D—" and "E" men are below ten years in "mental age."

The immense contrast between A and D— intelligence is shown by the fact that men of A intelligence have the

ability to make a superior record in college or university, while D— men are of such inferior mentality that they are rarely able to go beyond the third or fourth grade of the elementary school, however long they attend. In fact, most D— and E men are below the “mental age” of 10 years and at best are on the border-line of mental deficiency. Most of them are of the “moron” grade of feeble-mindedness. B intelligence is capable of making an average record in college, C+ intelligence cannot do so well, while mentality of the C grade is rarely equal to high school graduation.

EVIDENCE THAT THE TESTS MEASURE MILITARY VALUE

It has been thoroughly demonstrated that the intelligence ratings are very useful in indicating practical military value. The following investigations are typical:

1. Commanding officers of ten different organizations representing various arms in a camp were asked to designate:

- (a) The most efficient men in the organization;
- (b) Men of average value;
- (c) Men so inferior that they were “barely able” to perform their duties.

The officers of these organizations had been with their men from six to twelve months and knew them exceptionally well. The total number of men rated was 965, about equally divided among “best,” “average,” and “poorest.” After the officers’ ratings had been made, the men were given the usual psychological test. Comparison of test results with officers’ ratings showed:

- (a) That the average score of the “best” group was

approximately twice as high as the average score of the "poorest" group.

- (b) That of men testing below C—, 70% were classed as "poorest" and only 4.4% as "best."
- (c) That of men testing above C+, 15% were classed as "poorest" and 55.5% as "best."
- (d) That the man who tests above C+ is about fourteen times as likely to be classed "best" as the man who tests below C—.
- (e) That the per cent classed as "best" in the various letter groups increased steadily from 0% in D— to 57.7% in A, while the per cent classed as "poorest" decreased steadily from 80% in D— to 11.5% in A. The following table shows the per cents for each letter group:

	D—	D	C—	C	C+	B	A
Total number	29	60	121	231	229	191	104
Classed with "best"....	0.0%	6.7%	19.0%	26.0%	39.3%	53.4%	57.7%
Classed with "poorest".	79.3%	65.0%	57.9%	31.2%	24.9%	16.7%	11.5%

Considering that low military value may be caused by many things besides inferior intelligence, the above findings are very significant.

2. In an infantry regiment of another camp were 765 men (Regulars) who had been with their officers for several months. The company commanders were asked to rate these men as 1, 2, 3, 4, or 5, according to "practical soldier value," "1" being highest, and "5" lowest. The men were then tested, with the following results:

- (a) Of 76 men who earned the grade A or B, none was rated "5" and only 9 were rated "3" or "4."
- (b) Of 238 "D" and "D—" men, only one received the rating "1" and only 7 received a rating of "2."
- (c) Psychological ratings and ratings by company

commanders were identical in 49.5 per cent of all cases. There was agreement within one step in 88.4% of cases, and disagreement of more than two steps in only 7/10 of 1 per cent of cases.

3. In another camp the company officers of a regiment were asked to designate the ten "best" and ten "poorest" privates in each company. The officers had been with their men long enough to know them thoroughly. Comparison of the officers' estimates with the results of intelligence tests brought out the following facts:

- (a) Of 156 men classed with the ten "best" in their respective companies, only 9 tested below C—.
- (b) Of 133 men classed with the "poorest" ten in their respective companies, only 4 tested above C+.
- (c) Men above C+ are 7.3 times as likely as men below C— to be classed with the ten "best."
- (d) Men below C— are 10.8 times as likely as men above C+ to be classed with the ten "poorest."
- (e) An "A" man is 11.7 times as likely as a man below C— to be rated "best"; but a man below C— is 13.5 times as likely as an "A" to be rated "poorest."

4. The same experiment was made in still another camp. Officers of 36 different companies picked the ten "best" and the ten "poorest" men in each company. Of the "poorest," 62.22% tested below C— and only 3.06% above C+. Of the "best," 38% tested above C+ and only 9.72% below C—. According to this investigation, a man below C— is 6.4 times as likely to be "poorest" as to be "best." A man above C+ is 12.5 times as likely to be "best" as to be "poorest." A man rating A is 62 times as likely to be "best" as to be "poorest." A man rating D— is 29.3 times as likely to be "poorest" as to be "best."

5. Where commissioned officers are selected on the basis of trying out and "survival of the fittest" it is ordinarily found that about 80% are of the A or B grade, and only about 5% below the C+ grade. Of non-commissioned officers chosen by this method, about 75 per cent are found to grade A, B, or C+, and only 5 per cent below C. Moreover, there is a gradual rise in average score as we go from privates up through the ranks of corporals, sergeants first class, O. T. S. candidates, and commissioned officers. This is seen in the following table:

Per Cent Earning Each Letter Rating

Various Groups (Whites).	D— or E	D	C—	C	C+	B	A	A & B
8,819 Commissioned Officers	0.0	0.01	.25	2.92	13.8	34.6	48.4	83.
9,240 O. T. S. Candidates	0.0	0.14	.98	6.16	19.5	36.4	36.8	73.2
3,393 Sergeants.	0.0	1.05	4.05	14.2	27.3	32.5	20.9	53.4
4,023 Corporals.	0.0	1.33	7.33	20.33	31.3	26.	18.7	39.7
81,114 Literate								
Privates	0.22	10.24	21.48	28.79	20.48	12.38	6.37	18.75
10,903 Illiterate								
Privates	7.8	41.16	29.11	14.67	4.43	1.95	.52	2.47

6. Experience shows that "D" candidates admitted to Officers' Training Schools almost never make good, and that the per cent of elimination among the "C—" and "C" students is several times as high as among "A" students. For example, in one of the Fourth Officers' Training Schools 100% of the "D" men were eliminated as unsatisfactory, 55% of the "C—" men, 14.8% of the "B" men, but only 2.7% of the "A" men. In another Fourth Officers' Training School 76.2% of the men rating below C were eliminated in the first six weeks, 51.5% of the "C" men, and none at all of the "A" or "B" men. These findings are typical.

The psychological ratings are valuable not so much because they make a better classification than would come about in the course of time through natural selection, but chiefly because they greatly abbreviate this process by indicating *immediately* the groups in which suitable officer material will be found, and at the same time those men whose mental inferiority warrants their elimination from regular units in order to prevent the retardation of training. Speed counts in a war that costs fifty million dollars per day and requires the minimum period of training.

DIRECTIONS FOR THE USE OF INTELLIGENCE RATINGS

In using the intelligence ratings the following points should be borne in mind:

1. The mental tests are not intended to replace other methods of judging a man's value to the service. It would be a mistake to assume that they tell us infallibly what kind of soldier a man will make. They merely *help* to do this by measuring one important element in a soldier's equipment, namely, intelligence. They do not measure loyalty, bravery, power to command, or the emotional traits that make a man "carry on." However, in the long run these qualities are far more likely to be found in men of superior intelligence than in men who are intellectually inferior. Intelligence is perhaps the most important *single* factor in soldier efficiency, apart from physical fitness.

2. Commissioned officer material is found chiefly in the A and B groups, although of course not all high score men have the other qualifications necessary for officers. Men below C+ should not be accepted as students in

Officers' Training Schools unless the score on the Officers' Rating Scale indicates exceptional power of leadership and ability to command.

3. Since more than one-fourth of enlisted men rate as high as C+, there is rarely justification for going below this grade in choosing non-commissioned officers. This is especially the case in view of the likelihood of promotion from non-commissioned to commissioned rank. Even apart from considerations of promotion, it is desirable to avoid the appointment of mentally inferior men (below C) as non-commissioned officers. Several careful studies have shown that "C—" and "D" sergeants and corporals are extremely likely to be found unsatisfactory. The fact that a few make good does not justify the risk taken in their appointment.

4. Men below C+ are rarely equal to complicated paper work.

5. In selecting men for tasks of special responsibility the preference should be given to those of highest intelligence rating *who also have the other necessary qualifications*. If they make good they should be kept on the work or promoted; if they fail they should be replaced by men next on the list.

To aid in selecting men for occupational assignment, extensive data have been gathered on the range of intelligence scores found in various occupations. This material has been placed in the hands of the personnel adjutants for use in making assignments. It is suggested that those men who have an intelligence rating above the average in an occupation should be the first to be assigned to meet requirements in that occupation, and after that men with lower ratings should be considered.

6. In making assignments from the Depot Brigade to

permanent organizations it is important to give each unit its proportion of superior, average and inferior men. If this matter is left to chance there will inevitably be "weak links" in the army chain.

Exception to this rule should be made in favor of certain arms of the service which require more than the ordinary number of mentally superior men; e.g. Signal Corps, Machine Gun, Field Artillery and Engineers. These organizations ordinarily have about twice the usual proportion of "A" and "B" men and very much less than the usual proportion of "D" and "D—" men.

The first two columns in the following table illustrate the distribution of intelligence grades typical of infantry regiments and also the extreme differences in the mental strength of organizations which are built up without regard to intelligence ratings. The last column to the right shows a balanced distribution of intellectual strength which might have been provided for each of these two regiments.

Intelligence		Actual Distribution		Balanced
Rating	Interpretation	1st Regiment	2d Regiment	Distribution
A	Very Superior	1.0%	6.0%	3.5%
B	Superior	3.0	12.0	7.5
C+	High Average	7.0	20.0	13.5
C	Average	15.0	28.0	21.5
C—	Low Average	25.0	19.0	22.0
D	Inferior	31.0	13.0	22.0
D—	Very Inferior	18.0	2.0	10.0

Unless intelligence is wisely distributed certain regiments and companies will take training much more slowly than others and thus delay the program of the whole organization.

7. "D" and "D—" men are rarely suited for tasks which require special skill, resourcefulness or sustained

alertness. It is also unsafe to expect "D," "D—" or "E" men to read or understand written directions.

8. Only high score men should be selected for tasks that require quick learning or rapid adjustments.

9. It should not be supposed that men who receive the same mental rating are necessarily of equal military worth. *A man's value to the service should not be judged by his intelligence alone.*

10. The intelligence rating is one of the most important aids to the personnel office in the rapid sorting of the masses of men in the Depot Brigade. *In no previous war has so much depended on the prompt and complete utilization of the mental ability of the individual soldier.* It is expected, therefore, that the psychological ratings will be regularly used as an aid in the selection, assignment and classification of men.

CHAPTER XI

THE OFFICERS' QUALIFICATION CARD

FUNCTIONS OF THE CARD

Need for the Card

The assignment of each officer to those duties which he is best qualified to perform is one of the most important means of insuring efficient use of man-power in the Army. The promotion or elimination of officers because of demonstrated ability or unfitness is equally important. These tasks are difficult enough to accomplish when the Army is small and officers are well acquainted with one another. When an Army of nearly four million men is developed in one and a half years, with an increase of commissioned personnel from ten thousand to one hundred and ninety thousand, personal acquaintance cannot be relied upon to furnish the needed information on the qualifications of officers and the demand for a rapid and standard method of securing data becomes imperative.

Purposes of the Card

To meet this demand, the Officers' Qualification Card (Form CCP-1101) was devised and adopted. It furnishes commanding officers and the War Department with information as to the qualifications (military and civil) of each officer in the United States Army, and as to his proficiency in some one or more branches of the service. This forms a basis for his assignment to the tasks for which he is peculiarly fitted. It also contains his quarterly ratings, which express in numerical terms, through

White

S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

White

Green

Black

NAME **BROWN**

(PRINT IN CAPITALS)

LAST **JOHN**

FIRST

MIDDLE **ADAMS**

DATE **FEB 4** 1911

In this table the officer himself will check once (✓) occupations at which he is experienced; twice (✓✓) if he enters in column to right number of years actually engaged in occupation. Concurrent or incidental occupation the number of years. Near the last civil occupation place a "I"; near the next to last a "II"; etc.

Form C. C. P. 1301
Oct. 1-15

OFFICERS' QUALIFICATION CARD

1. Accounting and clerical work	Yrs.	15. Drafting and charting	Yrs.	26. Machinery industry	
a. Accountant		a. Architectural		a. Machinist mechanic	
b. Auditor		b. Mechanical		b. Manufacturer	
c. Bookkeeper		c. Structural		c. Mechanical engineer	
d. Clerk, general		d. Topographical		signer, construe	
e. Statistician		e. Industrial		er(s). Underlin	
f. Disbursing agent				1. Railroad	
g. Office manager				2. Marine	
2. Aeronautics		16. Electrical industry		3. Stationary	
a. Airplane designer		a. Contractor		4. Tractor	
b. Airplane mechanic		b. Electrical engineer		5. Refrigeration	
c. Aerator (dyer)		c. Electrician		6. Conveying	
d. Balloonist		d. Manufacturer		7. Power	
3. Agriculture		e. Searchlight expert		8. Light mach	
a. Animal industry		f. Storage battery expert		9. Heavy mach	
b. Farmer		g. Generator and motor expert		d. Tool expert	
4. Animal training		h. Hydro-electric expert		e. Gage and fixture	
a. Carrier pigeon		i. Illuminating engineer		f. Purchasing agent	
b. Dog		j. Testing and experimental		g. Welder	
c. Horse		17. Gas industry		27. Manufacturing	
5. Architecture		a. Chemist		(see 10d, 12, 16d,	
a. Building architect		b. Engineer		16d, 26).	
b. Landscape architect		c. Manufacturer		a. Executive	
6. Artist (camouflage)		18. Heating and ventilation		b. Foreman or supt.	
7. Automobile, truck and tractor industry		a. Contractor		c. Shipper	
a. Designer		b. Engineer		28. Medicine	
b. Driver		19. Horseman		a. Dentist	
c. Electrician, auto		a. Buying, shipping		b. Pharmacist	
d. Mechanic		b. Farrier, veterinarian		c. Physician	
e. Motorcyclist		20. Inspector, buyer, mgr.		29. Merchandizing	
f. Tire expert		a. Boiler		a. Merchant	
g. Purchasing agent		b. Curves, cotton, linen, woolen, bagging, silk		b. Stock or stores m	
8. Bacteriologist		c. Cold storage		c. Warehousing	
9. Endgots and finance		d. Fire arms		30. Metallurgist	
10. Chemical industry		e. Fire protection		31. Mining and quarry	
a. Chemical engineer		f. Forge		dustry	
b. Chemist		g. Fuel		a. Blasting expert	
c. Explosive expert		h. Hardware		b. Foreman or supt.	
d. Manufacturer		i. Hats and clothing		c. Mining engineer	
11. Civil engineering		j. Heavy machinery		d. Demolition	
a. Civil engineer		k. Leather and harness		32. Navigation	
b. Surveyor		l. Meat and food		a. Educational direc	
c. Topographer		m. Miscellaneous supply		b. Employment man	
12. Clothing manufacture		n. Ordnance		c. Psychologist	
13. Constructing and construction		o. Shoes		d. Welfare worker, h	
a. Bridge		p. Ammunition		e. Engineering asst	
b. Buildings		q. Metals		34. Photography	
c. Highways or streets		21. Instrument maker or repairer		a. Photographer, still	
d. Railroad		22. Internal combustion engine industry (not automobile)		b. Mov. pic. film dev	
e. Reinforced concrete		a. Designer		c. Mov. pic. photogr	
f. Structural steel		b. Manufacturer		35. Physicist	
g. Water supply		c. Operator		36. Printing	
h. Docks, wharves, canals		d. Repairer		a. Composer or pro	
i. Sewer and conduit		23. Laundry and dry cleaning manager		b. Electrotyp	
j. General		24. Lawyer		c. Lithographer	
14. Detective (investigations)		25. Lumbering		d. Photo engraver	
		a. Forester		37. Food handling	
		b. Sawmill man		a. Baker	
		c. Timberman		b. Caterer or restaur	
		d. Wood manufacturer		c. Meat packer	
				d. Produce dealer	

Principal civil occupation? *Lawyer*

Just what did you do? *In Partner in firm*

Years engaged in it? *5*

Name and address of firm worked for. *Brown & Brown*

Average annual earnings in recent years. *\$4000*

the use of the rating scale, his superior officer's estimate of his usefulness to the service. These form a basis for his promotion or elimination.

History of the Card

The Officers' Qualification Card was first used in infantry divisions. A letter from The Adjutant General, January 15, 1918, to the Commanding Generals of all divisions in America called for the classification and rating of all commissioned officers February 1, 1918, and for similar ratings to be made every three months. On March 26, 1918, General Pershing cabled that all officers and soldiers would carry qualification cards overseas.

General Orders No. 46, War Department, May 9, 1918, in the following sections made the use of the qualification card obligatory for the entire Army.

3. All officers of the Army below the grade of brigadier general, on active duty and serving within the continental limits of the United States, will be classified and rated according to the rating scale method now in use in the case of line officers and in certain of the staff corps and departments. Each officer will fill out an officers' qualification card and will be rated according to the rating scale on or before June 30, 1918. In case of transfer, whether within the United States or overseas, this card will be rated, and inclosed in a sealed envelope or package. It will accompany the officer and be delivered to the commanding officer to whom he reports.
4. Duplicate officers' qualification cards will be made before July 5, 1918, and will be forwarded by the division, department, district, post, camp, or other station commander directly to The Adjutant General of the Army, except that duplicate cards of officers of staff corps and departments of the National Guard, National Army, and Officers' Reserve Corps

will be forwarded to the chief of the staff corps or department concerned. The above will not apply where duplicates have been forwarded under previous instructions.

5. Applications for qualification record cards, tables of occupational needs, officers' qualification cards, and instructions for their use will be made to The Adjutant General of the Army, Room 528, War Department.

General Orders No. 78 and No. 85 and supplementary circulars issued subsequently gave further instructions in the methods of making appointments, promotions and discharges, and the use of ratings in this connection. Through these developments, the officers' qualification card has become established as a most important part of the personnel work of the Army. A copy of the card in use on November 1, 1918, is reproduced herewith. (See Figs. 33 and 34.)

FILLING OUT THE CARD

The usual practice is to have each officer fill out his own qualification card (with the exception of ratings and such other items as will be noted later). At the top of the face of the card he enters his name in full, the date of completing the card, his rank, regiment, branch of service and division, and his location or station at the time of making out the card.

Civil Occupations

Two-thirds of the space on the face of the card is occupied by a list of civil occupations in classes numbered from 1 to 47 with sub-classifications indicated by letters (a, b, c, etc.). The officer will check once (✓) occupations in which he is experienced, and twice (✓✓) occupations in which he is expert, using the dotted lines to the

right for this purpose. Beyond the dotted lines, in the narrow column, he will enter the number of years of his experience in the occupation.

An officer should not check an occupation in which he has worked so short a time or so long ago that he is not competent to perform its duties now. The checks are to be regarded as *certifications of ability* to do the work commonly done by members of the trade or profession, should occasion require. A double check ($\checkmark\checkmark$) is to be used only for expert ability in the occupation.

In case he has pursued two or more occupations at the same time, he will put a circle around the number of years of experience in the minor or secondary occupation.

The officer will indicate his most recent occupation by a Roman numeral I placed at the *left* of the occupation checked. Similarly, he will place the Roman numeral II at the left of the occupation followed next to the last.

In the space at the bottom of the card the officer will state briefly but specifically the exact nature of his work in his principal civil occupation, the number of years he has been engaged in it, the name and address of the firm worked for, and his average annual earnings. Three years is ordinarily a good basis for an average. Income from other sources is not to be included in the estimate of *earnings*.

If an officer has experience or expert ability in any civil occupation not included in the list, he will describe it briefly but completely in the space at the bottom marked "S" (indicating "*Special*").

In many camps and especially in Officers' Training Schools the officer does not fill out his own card, but instead the information is secured by an expert interviewer who fills out the card in the same manner as the

soldiers' qualification card (see Chapter V of this Manual). The card must, of course, be signed by the officer, who thereby attests the accuracy of the statements.

Military Specialties

At the right of the list of civil occupations is a two-column list of military specialties in which an officer may be qualified. He will designate his proficiency in these in the same manner as in the civil occupations; namely, by checking once (✓) the branches in which he has had experience, and twice (✓✓) the branches in which he is expert. These checkings are later to be verified by his superior officer, who makes similar checkings, *but in red ink*, to indicate his estimate of the officer's abilities.

If the officer has special qualifications in any branch of military service that is not mentioned in the list, he enters it in the space at the upper left corner of the back of the card. If the groups on the face of the card afford sufficient opportunity for recording his military qualifications, this space will not be used.

Other Qualifications

In the remainder of the upper section of the reverse side of the card the officer will enter the facts about his education, knowledge of foreign languages and all personal data specifically asked for in the blanks.

In the middle section he will enter the facts about his military experience. Care must be taken to name adequately the organizations in which he has served and to describe any special experience. He will also state, in the proper space, his preference for any branch of service. This should be specific, as it is a useful guide to the Personnel Board when transfers are recommended.

He will not fill in the blanks for *physical class* and

psychological test, nor the section below, headed *Rating*. The officer will then sign his name and transmit his card to his superior officer.

Ratings and Revisions

The superior officer, upon receiving the qualification cards of his subordinates, will rate each of these officers in the manner provided by the rating scale, and enter the rating in the proper space on the card. He will add his signature certifying that the rating was made in accordance with rating scale instructions (Form CCP-1102). (A full description of the rating scale and its use is given in Chapter XII of this Manual.) He will also check in red ink his estimate of the officer's proficiency in the several military specialties listed on the face of the card. One check (✓) indicates experience or aptitude; two checks (✓✓) indicate expertness.

He will then transmit the cards to his superior officer, who will revise the ratings and will insert the revisions in red ink in the spaces with the original ratings. He will add his signature certifying that the revision was made in accordance with rating scale instructions.

The cards are then transmitted to the Commanding Officer under whose jurisdiction the cards are to be filed. Before being placed in the files, however, the cards must be completed by the operations described below.

Physical Class

The physical class of the officer is entered in the proper space on the back of the card.

A indicates fitness for general military service.

B indicates deferred classification for some remediable defect; when this is cured the officer will become a Class A man.

C-1 indicates Limited Service, general; the officer is not quite fit for general military service, but is fit for service in the service of supplies overseas, or general military service in the United States only.

C-2 indicates Limited Service, special; fit only for restricted military service in the United States in special capacity approved by the medical officer.

Care should be taken to note that this definition of Class B dates only from October 8, 1918. Physical classes entered before that date were somewhat different. Class B was equivalent to the present Class *C-1*, and Class C was equivalent to the present *C-2*.

Psychological Test

In the case of officers who have taken the psychological test, the test grade or intelligence rating will be entered in the proper space. *A* indicates very superior intelligence; *B*, superior intelligence; *C+*, high average intelligence; *C*, average intelligence; *C—*, low average intelligence; *D*, inferior intelligence. Commissioned officers whose intelligence rating is below *C+* are extremely rare. A more complete description of the intelligence ratings and their uses is contained in Chapter X of this Manual.

FILES OF CARDS

Additional Cards

As the officers' qualification cards are intended to furnish information regarding commissioned personnel to those who need and are entitled to such information, it is necessary that one or more additional copies be made. These may be filled out by the officer himself at the time of filling out the original card; the more common practice is to have copies made by the clerks in charge of the

Headquarters files. The original card is always filed at the Headquarters of the camp, post, or station where the officer is on duty. It goes with him (in a sealed envelope) wherever he is transferred.

General Orders No. 46, May 9, 1918, provide that a duplicate card of every officer in the line shall be filed in the office of The Adjutant General of the Army. The files of cards for officers in Staff Corps and Departments, on the other hand, are maintained in the office of the Chief of the Staff Corps or Department concerned.

Unit commanders find that a file of the cards of their officers is of great assistance to them in assigning special duties and in familiarizing themselves with their personnel. It is therefore recommended that unit commanders be furnished on request a set of duplicate copies of the cards of their officers. The chief medical officer of a unit and the chief quartermaster officer will find these particularly helpful.

When officers go overseas, they take not only the original card carried on transfers within the United States but also an extra copy to be sent to General Headquarters of the A. E. F. This is provided for in General Orders No. 87, September 23, 1918.

"In case of officers proceeding to duty with the American Expeditionary Forces in Europe, an additional qualification card will be made out and forwarded to the Commanding General of said forces."

This copy should be made out at the camp where the officer is stationed just previous to the time he leaves for his embarkation camp. It will be carried in a sealed envelope together with the original, and upon his arrival overseas the duplicate will be forwarded for file at Headquarters of the A. E. F.

Inconvenience has frequently resulted both at camps in the United States and at the Ports of Embarkation because the officer did not personally carry his card in a sealed envelope to present to the proper authorities on arrival. Cards should always be *carried*, not mailed, and all officers should call in person at Headquarters for their cards, previous to transfer.

The qualification cards should always be kept in a locked file as the ratings are confidential.

In regard to the qualification card of an officer who is separated from the service, General Orders No. 68, War Department, July 25, 1918, Section II, paragraph 2, provides:

“When an officer dies or is otherwise separated from the service, the qualification record card will be forwarded directly to The Adjutant General of the Army.”

Other Editions of Card

Earlier editions of the officers' qualification card differ only slightly from the form reproduced in this chapter (Figs. 33 and 34.) The chief changes are in the list of military qualifications and are a development that parallels the development of the Army's plans in the field. Any future changes will probably be made upon the same basis.

Early editions were one-half inch higher than the present card. The reduction in size was urged by many officers in order that the card might be folded and enclosed in a regular 6x9 Army envelope. If old cards are filed with the new, the extra half inch should be clipped from the bottom. Any unused stock printed before May 22, 1918, should be destroyed.

The officers' qualification card, Form CCP-1101, is intended for all officers with the single exception of medical officers. For them Form CCP-1101-Medical has been prepared. This differs from the above regular form in that it is buff in color and the list of civil occupations differs in many particulars. In the absence of Form CCP-1101-Medical, the medical officers should fill out the regular Form CCP-1101.

CLASSIFICATION AND TABBING OF CARDS

Purpose of Tabbings

In every file of officers' qualification cards, each card should be properly classified and tabbed so that it can be located readily when called for. The cards are arranged in alphabetical order in such groups as are desired and the tabs, by color and position, designate the various kinds of qualifications.

At the top of each card is a series of numbers corresponding to the numbers of the civil, military, and educational classifications which appear on the face and back of the card. Just beneath the series of numbers is a series of capital letters, corresponding to the capital letters used to designate the subdivisions of the various *military* qualifications in groups 48 to 60 inclusive, and groups 64, 65 and 68.

A green or orange tab upon a number indicates ability in the qualification designated by that number on the face or back of the card. Green indicates expertness; orange indicates some experience or an average degree of proficiency. A black or white tab has no relation to the number it may happen to cover. It refers to the letter below and indicates that the officer has ability in the

correspondingly lettered subdivision of his present branch of service. Black indicates expertness; white, an average degree of proficiency.

Tabbing for Civil Experience

The actual process of tabbing is purely mechanical. It consists only in affixing little celluloid markers to the top of the card at the points designated by the classifier. The real task is that of classifying, or determining which qualifications of the officer are important enough to deserve a tab. Quite commonly it happens that an officer has checked a large number of civil occupations, and to tab all of them would fail to emphasize those qualifications in which he could be utilized most efficiently. The classifier must therefore use judgment and discretion in weighing the relative value of the different items.

Three elements should be considered:

1. Time spent in the trade or profession. Experience of from one to three years ordinarily demands an orange tab; more than three, a green tab. As the time needed to acquire expertness varies in different occupations, however, and as mere length of experience does not necessarily imply a high degree of skill, attention must be given to other indications, such as
2. Number of checks against the occupation. Ordinarily one check demands an orange tab; two or more, a green tab. As these checks, however, represent an officer's own estimate of his abilities, they should be considered in conjunction with
3. Inferences from the card in general. Among the most important data to be used as a basis for judg-

ment are age, salary or earnings, education, and inter-relations of other occupations checked.

Illustrative Classification

For example, the cards of Lieutenant A and Major B are each checked as follows, with the exception that Major B has circled all figures in the "years" column except that opposite 16 b:

	Years.
1. Accounting and Clerical Work	
g. Office Manager.....	✓✓.... 4
16. Electrical Industry	
b. Electrical Engineer.....	✓✓.... 8
c. Electrician	✓✓.... 8
g. Generator and Motor Expert..	✓✓.... 4
40. Selling	
a. Engineering	✓✓.... 4
e. Wholesale	✓✓.... 4

If a rule-of-thumb is applied solely to these data, each card will be tabbed green on 1, 16 and 40, and the tabbing will indicate that both men are expert in all the corresponding occupations.

Further examination of the cards, however, may disclose a situation of this sort: Lieutenant A obtained his A.B. at 22 after an academic course, worked as inside salesman in an electric supply business for eight years, during which he gained some general experience in interior wiring and setting up motors, earned a maximum salary of \$2,000.00, and is now 30 years old. Major B graduated at 23 with a degree of E. E. from a technical school of high standing, spent two years in travelling and study of electrical industries abroad, worked one year at the S..... plant of the A..... B..... Company, had three years of construction experience with

large power plants, and then returned to the A.
B. Company for four years as New England sales manager on a salary of \$8,000.00. Two years ago he was commissioned in the Engineer Corps; he is now 35.

In view of these additional facts, it is obvious that Lieutenant A's card would be correctly tabbed green on 40, but would deserve no more than an orange tab on 1 and no tab at all on 16: whereas Major B's card—because of his technical education, larger salary, practical training, and additional experience in allied activities—would be correctly tabbed green on all three.

Tabbing Other Qualifications

If some ability not provided for in the list of civil occupations is described in the space marked "S," an orange or green tab will be required on the letter S at the top (extreme left). Beneath it is written in a word or two a designation of the occupation; for example, "Optician."

In tabbing groups 61, 62 and 63 (language ability) "fluently" receives a green tab; "fairly well," an orange tab; and "poorly," no tab at all. Group 66 (membership in Societies) is to be tabbed only in case the society named is of importance to the Army, as for example, an engineering society. The green tab is used when the society is of such sort and standing that membership in it is in itself an indication of high attainment in a profession of scientific and military value.

In tabbing Group 67 no tab is given for education below graduation from College or the full equivalent. An orange tab is given when the officer's education has not been along lines immediately useful to the Army. The green tab is used only for a graduate of West Point or of a

technical school where the officer has specialized along lines that have distinct military usefulness.

TABBING FOR MILITARY EXPERIENCE

The method of tabbing for military experience is somewhat different. In judging ability in the officer's present branch of service, only the red ink checks placed there by the rating officer are considered. The officer's own check on military qualifications are ignored, unless it is evident that the rating officer overlooked his duty here.

Tabbing the Letter Series

No tab is placed on the number of the group or branch of service in which an officer is now serving (except for Groups 55, 56 and 57). Instead the index letters are tabbed as follows:

- (a) White tab for one red ink check.
- (b) Black tab for two or more red ink checks.
- (c) No tab for Bayonet (48B), Drill (48C), Musketry (48H) or Physical Training (48I), because of the excessive number of cards so checked.

Tabbing the Number Series

If the officer is serving in a branch which has no subdivision (i. e., Groups 55, 56, and 57) the index *number* is tabbed as follows:

- (a) Orange for one red ink check.
- (b) Green for two or more red ink checks.

In tabbing for ability in branches of the service in which an officer has had experience but is not now serving, the numbers and not the letters are tabbed as follows:

- (a) Orange for one red ink check.
- (b) Green for two red ink checks.

Suppose for example an officer who is now serving in the infantry (Group 48) has checked and his superior officer has checked the following subdivisions:

A. Automatic rifle.....	✓.....	✓
C. Drill	✓✓.....	✓✓
G. Machine gun.....	✓.....	✓✓
H. Musketry	✓✓.....	✓✓
J. Pistol.....	✓.....	✓
N. Topography	✓✓.....	✓✓

He has also checked under Group 52, Signal Corps, the following subdivisions:

B. Engineer	✓.....
F. Topography	✓.....
H. Electrical engineers.....	✓.....

These have not been verified by the red ink checkings of his superior officer, but his record of military experience on the back of the card shows that he has had a year's experience in the Signal Corps.

Tabs will be required as follows: White tabs on A and J; black tabs on G and N; no tabs at all on C and H (see rule (c) above); orange tab on 52.

An officer's own checks for proficiency in branches in which he has previously served will be accepted as a basis for tabbing without the verification of the red ink checks, provided they are confirmed by the record of military experience. It sometimes happens that the rating officer has no opportunity to judge of the proficiency of his subordinates in branches in which they have formerly served. The classifier must, in such cases, use his own judgment.

Affixing the Tabs

As the classifier determines what groups will require tabs he draws a vertical line through the index number or letter at the top of the card and beside it writes the initial G, O, B, or W, according as a green, orange, black, or white tab is to be affixed.

The tabber will then affix the tabs in accordance with these instructions. To secure proper alignment, every tab must be directly over the appropriate index-number or letter. If a black or white tab is called for at a place where a green or orange tab has been affixed, it will be placed over the next unoccupied number to the right of the letter.

When completed, an officers' qualification card usually has one or more green tabs indicating expert ability in some civil occupation which he pursued prior to his entering the military service. It frequently has, also, several orange tabs indicating moderate ability in some other civil occupations which he pursued either prior to or concurrently with his main civil occupation. It may have green or orange tabs indicating superior education, language ability or membership in societies. Usually it has one or more black or white tabs, indicating ability in subdivisions of the military branch in which he is now serving. It may have green or orange tabs on numbers of other military groups, indicating ability in branches in which he has previously served.

USE OF QUALIFICATION CARDS

Assignment of Officers

A file of officers' qualification cards is a complete summary of the combined talents of the group, so indexed that those who possess single qualifications required may

be picked out in a few moments simply by glancing down the lines of tabs.

If an officer is required who combines a number of different qualifications, he can be found by the following process. First, all the cards are pulled which are tabbed for one of these qualifications (usually the one that is rarest, so as to have a small number of cards to deal with). Next, the number is further reduced by selecting those which are tabbed for another essential qualification. Finally, the cards which meet these two main requirements are examined in detail to find which officer is most completely qualified for the assignment.

To illustrate, suppose an officer is required who has had experience with carrier pigeons and also with wireless telegraphy. In the Signal Corps he might be found by pulling the cards black-tabbed at M (racing pigeon expert) and then selecting and comparing those which are also tabbed with black or white at K (radio). In other corps if men of the right military experience are not available, it may be necessary to examine civil qualifications. Cards that are green-tabbed at 4 are pulled and from them are selected those which are checked at *a*. *Carrier pigeon*. These are again examined to find the cards, if any, that are also checked at 44 e, *wireless operator*.

It is a help in making assignments if each unit commander makes or obtains an analysis of the duties which each officer under him may be called upon to perform. Such analyses have been made at the central personnel office in Washington for nearly all line duties and many Staff Corps and departmental duties. With these at hand the commanding officer can make a study of the cards of the officers available for assignment, and on the

basis of their civil and military qualifications and their ratings can place them where they will function most efficiently. This preliminary plan of assignment can be made before the officers are interviewed as a check upon the decisions later made by personal impressions.

Commanding officers who have little opportunity for personal interviews with all their subordinates, frequently find that the card can be relied upon safely as a basis for assignments without the necessity for personal interviews. This is an especially valuable use in the case of the Coast Artillery, where the commanding officer of a Defense may have charge of several forts widely scattered. Even where personal contact is possible, the cards are of material help in verifying, correcting, and fixing the impressions received while watching the subordinate at work.

Transfer of Officers

Personnel boards, in considering the cases of officers who have received low ratings (below 45) and whose cases have consequently come before them for decision, find it necessary to have the qualification cards of the officers before them in order to determine the proper disposition of their cases. This use of the officers' qualification cards was specifically directed in Circular No. 10 sent out from the War Department under date of October 10, 1918. This letter read in part as follows:

"It has been found that many officers whose rating falls below 45 points are serving in a branch or arm of the service for which they are not fit. The personnel adjutant will, therefore, draw from the file of officers' qualification cards the cards of all officers the average of whose rating and revised rating falls below 45 points. He will study the card and any other evidence to dis-

cover the qualifications underlying the officer's greatest success in civilian life and state what branch of the service (if any) requires for its officers those qualifications. Cognizance will be taken of the officer's physical qualities, his intelligence rating and all civil and military experience. The personnel adjutant will attend the meeting of the personnel board when such cases are considered and will make a report and recommendations.

"It is the intention of the War Department to transfer all such officers as in the opinion of the personnel board can be utilized to good advantage in different branches of service, rather than to recommend their discharge. Careful review of each case is therefore imperative."

The necessity for this particular procedure can largely be avoided if the original assignments of officers are made with due consideration for the principle of "The Right Man in the Right Place." By this principle all the natural qualifications of an officer, together with his previous experience in civil occupations and his military experience since entering the Army, can be taken together as a basis for placing him where he is most likely to be able to render effective service. Some attention should of course be paid also to the ratings given him in the specific qualifications, such as intelligence, leadership and the like. Oftentimes a valuable officer is distinctly lacking in one of these qualifications and if placed where it is likely to be called for in high degree he will fail to meet the test; whereas he may be ideally suited for certain duties requiring the qualifications in which he excels. A half hour's study of a group of qualification cards often prevents serious misplacement and hence wastage of valuable officer material.

Use in France

The officers' qualification cards have found their most extensive usefulness in the American Expeditionary Forces. On arrival in France casual officers go at once to the Casual Officers' Depot at Blois. There the qualification cards which they bring with them assist in determining the initial assignments.

Qualification cards for officers in all arms of the service are filed at General Headquarters. Duplicate cards of all officers in the S. O. S. are maintained at the headquarters of the S. O. S. at Tours. The officers' qualification cards at General Headquarters have their greatest usefulness when new corps and field armies are to be organized and are used in selecting adjutants, assistant chiefs of staff, and all kinds of subordinate officers.

In one week no less than 3,300 officers' cards were drawn and submitted for consideration for transfer, promotion or special detail. As one officer said, "We could not run the Army without these cards."

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CHAPTER XII

THE RATING OF OFFICERS

THE RATING SCALE

Reasons for Ratings

The rapid increase in the personnel of the United States Army that was necessitated by participation in the war, and the consequent adoption of the principles of selection rather than seniority for the commissioning and promotion of officers, led to a demand for a standard method of determining and recording the relative efficiency of individuals. This standard method of selection was provided by the Rating Scale. By its use a superior officer expresses his opinion of the efficiency of his subordinates in the form of numerical ratings which can be instantly understood by any other officer in the Army, and which enable just comparisons to be made between any two officer-candidates or officers of the same rank.

The Basis of the Rating Scale

Those who prepared the scale took into account the fact that human nature is hard to measure. It cannot be measured accurately by relation to any abstract standard of good and bad, for one man's conception of excellence differs widely from another's. A man cannot be compared with a number. He can only be compared with another man. Hence the only safe way to measure an officer's value is to compare him with another officer of known value. Just as the length of a line is measured by comparison with a standard length—the yard—or as

a weight is determined by comparison with a standard pound, so the measure of an officer's ability is ascertained by comparing him with officers whose position on a scale of merit is known.

It is inconvenient, if not impossible, to find any one officer who can be accepted as a standard in all the essential qualifications. In securing a basis for comparison, it was found expedient to focus attention separately on each essential qualification, choose separate standards for each, and make comparisons separately with respect to each. Thus an officer's *physical qualities* are considered apart from his other qualifications and he is compared with officers of well-defined and standard degrees of merit in physical qualities. The same method is followed in considering each of his other essential qualifications.

The Essential Qualifications

It is necessary not only that comparisons be made separately for each qualification of an officer, but also that these qualifications be actually the *essential* ones. The process of finding the respects in which officers might be accurately compared and justly rated has been long and laborious. Many officers of the Army, including some of the highest rank, have co-operated in formulating the list of qualifications, and it now represents a composite Army conception of what a good officer should be. It also represents a composite Army interpretation of each qualification. For instance, *physical qualities* is not judged from the medical viewpoint of fitness, but is interpreted as meaning the way in which the officer impresses his men by his physical qualities.

The five essential qualifications of an officer are

arranged and systematized on the Rating Scale, with such explanatory items under each one as are necessary to define its meaning clearly. An officer is then selected for each of five degrees of merit in each qualification. The result is a human measuring-rod against which any officer to be rated can be compared. For purposes of standard notation he receives the counts of the officer whom he matches or equals in each qualification. The sum of these counts is his total rating, which is a numerical expression of the degree in which he possesses the military qualifications deemed most essential: Physical Qualities, Intelligence, Leadership, Personal Qualities, and General Value to the Service.

THE STATUS OF THE RATING SCALE

General Orders on the Use of the Scale

The scale was first used in rating candidates in officers' training schools as a method of ascertaining their fitness for commissions and the ranks they should be given upon graduation. Its success here led to its wider adoption. On January 15, 1918, a letter from The Adjutant General of the Army to the commanding generals of all divisions in America called for the classification and rating by February 1, 1918, of all commissioned officers.

General Orders No. 46, War Department, May 9, 1918, Section V, paragraph 3, made the use of the rating scale obligatory for the entire Army:

"All officers of the Army below the grade of Brigadier general, on active duty and serving within the continental limits of the United States, will be classified and rated according to the rating scale method, now in use in the case of line officers and in certain of the staff corps and departments. Each officer

will fill out an officers' qualification card and will be rated according to the rating scale on or before June 30, 1918. In case of transfer, whether within the United States or overseas, this card will be rated, and inclosed in a sealed envelope or package. It will accompany the officer and be delivered to the commanding officer to whom he reports."

General Orders No. 78, War Department, 1918, paragraph 2 instructs:

"A personnel board will be organized in each separate unit and regiment or higher unit. The board will be appointed by the unit commander to recommend to him details, assignments, and appointments of officers. The board will be permanent, but the members thereof will be changed so that no member will serve continuously more than three months, and having served three months he will not serve again until the expiration of three months.

"Recommendations for appointment must be based solely on demonstrated fitness and capacity, without regard to seniority, except that selections will ordinarily be made from the lower grade.

"In the United States and its possessions commanding generals of divisions and of separate units will submit recommendations to The Adjutant General of the Army to fill vacancies in organizations forming part of their command.

"While serving in expeditionary forces similar recommendations will be made to the commanding general of the expeditionary forces. Commanding generals of expeditionary forces serving abroad are authorized, pending the approval of the War Department, to fill all vacancies in their command below the grade of general officer."

General Orders No. 85, War Department, 1918 (September 12th), is reprinted in its entirety, as follows:

[G. O. 85.]

**GENERAL ORDERS,
No. 85.****WAR DEPARTMENT,****WASHINGTON, September 12, 1918.**

1. All officers in the Army below the grade of brigadier general on active duty and serving within the continental limits of the United States, will hereafter be rerated according to the rating scale every three months, beginning October 15, 1918. Ratings will be recorded on the quarterly rating report sheet (Form CCP-1105). After the "ratings," "reratings," "and items since last report" are recorded on the original officers' qualification card on file at unit headquarters, the quarterly rating report will within 10 days of the date specified for that quarterly rating be forwarded by the division, department, district, post, camp, or other station commander directly to The Adjutant General of the Army except in the case of staff corps and departments, whose reports will be forwarded to the chief of staff corps or department concerned.

2. All officers who have not been rated and all officers immediately upon being commissioned shall be rated in accordance with General Orders, No. 46, War Department, 1918, and the duplicate qualification cards dispatched as therein specified.

3. Whenever the average of a rating and revised rating of any officer falls below 45 points the rating will be reviewed by the personnel board appointed under the provisions of paragraph 2, General Orders, No. 78, War Department, 1918. If the rating in question is verified by this board as falling below 45, the commanding officer will recommend to The Adjutant General of the Army that the officer in question be either—

- a. Placed upon probation until the next regular rating;
- b. Transferred; or
- c. Discharged from the service.

Any officer placed upon probation or transferred because of low ratings, the average of whose rating and revision at any subsequent time is less than 45 points, will be recommended for discharge from the Army.

4. In the execution of General Orders No. 78, War Department, 1918, commanding officers will be guided by the following instructions:

- a. All recommendations for appointments within their commands after December 1, 1918, will be made on Form CCP-1155, and the candidates for appointments shall be rated according to the rating scale by the officer making the recommendation.
- b. All assignments within their commands shall be made primarily on the basis of the qualification cards, inclusive of the ratings.
- c. Promotion shall be based primarily upon ratings. If any officer is recommended for promotion when another officer of the same grade with a substantially higher rating in the same regiment, separate battalion or other separate unit is eligible, the commanding officer shall state the reasons for the recommendations.

The foregoing instructions will not be construed as preventing personnel boards from making such investigations and examinations as may be deemed necessary to determine the fitness and capacity of those whose names are under consideration by the board.

5. Application for Officers' Qualification Cards (CCP-1101), Instructions (CCP-1102), Supplementary Instructions (CCP-1104), Forms for Quarterly Rating Report (CCP-1105), and Forms for Recommendation for Promotion (CCP-1152), Forms for Recommendation for Appointment (CCP-1155), will be made to The

Adjutant General of the Army, Room 528, War Department.

[201.6, A. G. O.]

BY ORDER OF THE SECRETARY OF WAR:

PEYTON C. MARCH,
General, Chief of Staff.

OFFICIAL:

P. C. HARRIS,
Acting The Adjutant General.

It should be noted that the particular ratings and revisions referred to above (General Orders No. 85, War Department, 1918, paragraph 3) are those which are the most recent. The Personnel Board, however, in verifying this rating will consider ratings previously given.

Circular No. 32, War Department, was issued October 23, 1918, as a supplement to General Orders Nos. 78 and 85, War Department, 1918. This reads as follows:

"In connection with General Orders Nos. 78 and 85, War Department, 1918, the following is published for the information and guidance of all concerned:

"No officer will be recommended for promotion the average of whose last rating and revised rating is less than 60 points. If a vacancy occurs for which there is no eligible officer having a last rating and revised rating as high as 60 points, the War Department will be notified and request made that the vacancy be filled by transfer.

"BY ORDER OF THE SECRETARY OF WAR:

PEYTON C. MARCH,
General, Chief of Staff.

OFFICIAL:

P. C. HARRIS,
The Adjutant General."

NOTE: The commanding officer of any unit may, at his own discretion, inform any officer of his command

whose rating falls as low as 50, that this officer's rating shows his work has been unsatisfactory.

General Orders of substantially the same tenor issued subsequently established the rating scale for use in the American Expeditionary Forces overseas.

Importance of Knowing Method of Rating

The foregoing General Orders and supplementary circulars indicate how important a part the ratings have in determining the advancement of an officer in the service. It is therefore essential that every officer should understand the construction and use of the rating scale. Form CCP-1102 or Forms CCP-1102a and 1102b should be placed in the hands of every commissioned officer. Even though second Lieutenants and in most cases first Lieutenants have no subordinate officers to rate they may be promoted to positions in the near future where they will be called upon to rate subordinates. Above all, since every officer is rated on the basis of the rating scale, it is essential that he should know the standard by which he is measured.

Characteristics of the Rating Scale

On page 260 is reproduced a copy of the rating scale in use on January 1, 1919. It will be noted that it is really five separate scales, one each for each of the five essential qualities of an officer, namely, physical qualities, intelligence, leadership, personal qualities, and general value to the service. Each of the spaces is to be filled with the name of an officer who is taken as a standard for the qualification and the degree of the qualification indicated by the terms, "highest," "high," "middle," "low," and "lowest."

Each of these officers is ordinarily of the same rank

RATING SCALE

I. PHYSICAL QUALITIES.	
Physique, bearing, neatness, voice, energy, endurance.	Highest 15
	High 12
	Middle 9
Consider how he impresses his command in these respects.	Low 6
	Lowest 3
II. INTELLIGENCE.	
Accuracy, ease in learning; ability to grasp quickly the point of view of commanding officer, to issue clear and intelligent orders, to estimate a new situation, and to arrive at a sensible decision in a crisis.	Highest 15
	High 12
	Middle 9
	Low 6
	Lowest 3
III. LEADERSHIP.	
Initiative, force, self reliance, decisiveness, tact, ability to inspire men and to command their obedience, loyalty and co-operation.	Highest 15
	High 12
	Middle 9
	Low 6
	Lowest 3
IV. PERSONAL QUALITIES.	
Industry, dependability, loyalty; readiness to shoulder responsibility for his own acts; freedom from conceit and selfishness; readiness and ability to co-operate.	Highest 15
	High 12
	Middle 9
	Low 6
	Lowest 3
V. GENERAL VALUE TO THE SERVICE.	
Professional knowledge, skill and experience; success as administrator and instructor; ability to get results.	Highest 40
	High 32
	Middle 24
	Low 16
	Lowest 8

CCP 1102a

FIG. 35
The Rating Scale

as the rater and hence the rank next superior to that of the officer to be rated. Each of them is well known to the rater and stands in his mind as an exemplar of the qualification. With each of them he compares the officer to be rated on a man-to-man basis to find which one he most nearly equals in that qualification. The officer to be rated is compared with officers of superior rank because the object is to discover his fitness for promotion.

The accuracy of the result depends largely upon the care with which the rating scale is constructed. When instructions are followed closely and raters do their work conscientiously the ratings show a high degree of accuracy and uniformity. No other selective system that has ever been devised so completely eliminates the personal equation or so justly determines merit.

HOW TO CONSTRUCT A RATING SCALE

List of Officers

Each rater constructs his own scale as follows:

First he jots down the names of a dozen or more officers well known to him, of the rank immediately superior to that of the officers to be rated, and if possible, not above the average age of their rank. (If the rater is a captain and is to rate first lieutenants, he will have a list of captains.) The list should include *all grades of merit* from the highest to the lowest. It may include the names of officers who have since been promoted or retired, or who are now dead, if they stand in the rater's mind as officers of the desired qualification and of the rank of the others on the scale. Though it is preferable to draw all the officers on the list from the rater's own corps, it is proper to use officers from any corps in the Army.

This list of names is simply to serve as a reservoir from which to choose those who are to be used as points on the scale, and who thus serve as a basis for comparison in rating subordinates. The list is not made out in any special order. New names may be added to it at any time and the list may be destroyed when the scale is completed. Its chief use is economy of time.

Selection for Physical Qualities

Disregarding all other characteristics, select from the list the officer who in Physical Qualities alone (as described) is more strongly *impressive* than any of the other men on the list. Write the name of this man on the line marked "Highest." On the line marked "Lowest" put the name of the man who in the way he impresses men by his physical qualities is most deficient. Put on the "Middle" line the man who in respect to physical qualities is average, i. e., about an equal distance between the two extremes. This completes three points on the Scale for Physical Qualities. Place on the "High" and "Low" lines those two men who in physical qualities alone rank half way between the middle man and the extremes. Disregard entirely the numerical equivalent for each degree of merit, in choosing the officers who occupy the different places. The names for the "Highest" and "Lowest" places of the scale should represent extreme cases: the best and the worst officer of the rank the rater has ever known. Be sure also that the "Middle," "High" and "Low" men are evenly distributed. The scale is a measuring-rod for human capacity and the points by which it measures must be at equal distances from one another.

In order to make the surest selection of men for the

various places on the scale, some officers arrange their entire reservoir list in order of merit under each one of the five qualities. Thus the dozen or two dozen names which might constitute a preliminary reservoir list will be arranged in order of physical merit; then in order of intelligence; then of leadership; and the other qualities. They can be divided pretty accurately into classes. When a list is thus composed and arranged it is very easy to select the names of officers suitable for the "Middle," "High" and "Low" position as well as for the "Highest" and "Lowest." One major general has had particular success with this method and feels that his scale is distinctly improved in the accuracy of placements and even distribution of merit.

Completing the Scale

Proceed similarly in constructing scales for the other four qualities, following the instructions under each quality with extreme care. Disregard every other quality when constructing the scale for any one. Do not use the same five names for all qualities. If the original list contains fifty names instead of a dozen or so, the resulting scale will doubtless be more accurate.

Each officer upon the scale should typify distinctly that degree of merit in the particular quality in which his name appears. The points on a measuring-rod must be clearly marked as well as evenly spaced. If the rater has two men in mind, equally good for a certain place on the scale, he may put both their names down on the same line. If, in using the scale, difficulty is found in comparing the subordinates with certain officers whose names appear on the scale, the names of other officers who will make the comparison easier may be substituted.

It is permissible at times to use on the scale an officer of the same rank as the one to be rated, if he exhibits any one of the qualities to a very exceptional degree; but this course is not recommended. Bear in mind that one officer is not rated by entering his name on the scale either in one quality or in all of them.

In selecting officers for places on the scale it is desirable to consider the definition of a qualification as a unit. Thus leadership should be considered as a composite of initiative, force, self-reliance, tact, etc. No attempt should be made to select men on the basis of any one or more of the component parts of the definition. Ordinarily the man who stands highest in leadership combines in high degree all the subordinate items which have been used to define leadership. The separate characteristics under each qualification should not be too closely analyzed.

HOW TO RATE

Man-to-man Comparisons

In rating a subordinate compare him *in each qualification* directly with the officers whose names appear on the scale. Disregard absolutely the numerical equivalent until this man-to-man comparison has been made. Rate on each qualification as a whole, not on the separate attributes used in the definition.

It is essential to hold firmly to the definitions given on the rating scale. These have been selected with a view to covering proportionately all the requisite qualifications of an officer. If other definitions are read into the various points of the scale, the balance is disturbed and some qualification will thereby receive less than the value which should be assigned to it.

Considering Equivalent Experience

In rating a subordinate for leadership (III) and general value (V) consider which of the officers on the scale the subordinate will most nearly equal after a reasonable time has been allowed for him to acquaint himself with his new duties.

Staff Corps Duties

In certain staff corps doing highly specialized work, it often appears difficult to apply the scale. The officer to be rated may be doing such peculiar work that it is impossible to secure a scale of officers one grade higher doing similar work. It should be remembered that the scale is primarily to measure fundamental capacities and the question may well be asked whether the officer to be rated knows his particular job as well as the men whose names have been selected for the scale know theirs.

Consider the relative leadership and value of the subordinate in his own particular corps with that of the officers on the scale in their own corps. It is not the specific acts which are being measured but the officer's ability to do certain things in a certain way.

Separate Rating for Each Qualification

Make the judgment of each qualification entirely independent of the judgment of every other qualification. Assign to the subordinate the number opposite the officer on the scale whom he most nearly equals in the particular qualification that is being considered. If he is a little higher or a little lower than the nearest officer on the scale, adjust his number accordingly. For example, in Physical Qualities, if a subordinate seems to fall just below the "Middle" officer but above the "Low" officer, give him seven or eight points. A subordinate may re-

ceive any number of points between zero and the highest in any quality.

Rate a subordinate on each quality without considering what the total of his points will be. When rating several subordinates, rate all of them on each quality before adding the totals for any one.

Do not change rating after it has once been made unless it is found on examination of all the ratings that the scale is too high or too low, and that all the ratings are lop-sided. Then adjust the scale with new names and re-rate all subordinates on the new scale.

The sum of the ratings given under each of the five general qualities is the subordinate's total rating. But it is not a percentage rating and should not be thought of as related to 100. Do not fix in mind any particular number of points as a proper total rating for any subordinate.

If the scale is carefully constructed, and a man-to-man comparison is made, the average rating for any considerable number of officers will be about 60 points. This means, in a word, that after comparing the average subordinate (according to all instructions) with officers of the next higher rank, the rater judges that after equivalent experience he will be equal to the average officer of the next higher rank.

Ratings which fall below 45 points must not be altered to bring them above this number. The purpose of the rating scale is to provide impersonal judgment concerning each officer. If ratings are changed by even a few points to avoid results which follow a rating below 45 points, one of the initial purposes of the scale will be defeated. There is not necessarily any stigma attached to a rating of below 45 points. Such a rating simply

brings up the case for personal consideration and it will be found when such consideration is given whether the officer receiving the low rating is entirely unfit for the rank which he is at present occupying; or whether he is at present serving in a corps which does not utilize his largest capacities and therefore ought to be transferred to some other corps where his largest usefulness to the service can be exercised.

Independence of Work

It is highly desirable that each rater work entirely independently in making his rating scale, rather than that a group of officers construct a common scale. A scale made independently will be more evenly and accurately used in rating a subordinate. However, if a superior officer believes other officers to be better acquainted with the subordinate than he is he may consult with them and be guided to some extent by their opinions. He is nevertheless the one held responsible for the rating.

Who is the Rating Officer

In practically all cases an officer is rated by his immediate superior from whom he takes his orders. Ordinarily this rating officer is of the rank next higher than his own. Sometimes an officer occupies a position which is higher than his rank; for example, a first lieutenant in charge of a company. He will rate all lieutenants in his command and will construct his rating scale of company commanders. He, himself, in turn will be rated by his major in comparison also with captains because even though he occupies the position of a captain he has not yet received that rank.

If, on the other hand, a captain has a major serving under him (e. g. a major in Dental Corps attached to a

medical unit commanded by a captain) the major should be rated in comparison with a scale of captains.

In extraordinary relationships, the unit commander, the department commander, or the officer in charge of commissioned personnel decides by whom the rating will be made. When an officer is on detached service and does not come under the observation of the immediate superior, that superior may delegate the task of rating to some other officer either within or without his own corps, who knows the officer to be rated and is familiar with his work. If for any reason the superior officer is entirely unacquainted with his subordinate's work (because of very recent transfer) and cannot delegate the task of rating to another superior, he shall so certify and sign his name.

Each rating officer should have a different scale for every rank of officer whom he will be called upon to rate. In some instances, however, it has been found feasible to use one scale for rating two different ranks, for example, a scale of colonels has been used successfully for rating both lieutenant-colonels and majors.

The medical officers are rated by their immediate medical superiors with the revisions in the case of divisions by the division surgeon. A supplementary rating may also be made by the unit commander to whom a medical officer reports.

Length of Acquaintance Necessary Before Rating

Some difficulty is experienced when officers are called upon to rate subordinates with whom they have had insufficient acquaintance. Raters should state the length of time they have known such subordinates, and if the opportunities for observation have in any way been unusual, favorable or unfavorable.

Where a subordinate has been under observation for a week or ten days, it is possible to rate him on most of the qualities if not on all of them. In case a superior is called upon to rate a subordinate whom he has known less than this time, the rating scale will enable the superior to use to the best advantage the knowledge he does possess. He should state, however, the limited extent of his acquaintance. The careful use of the rating scale nevertheless makes such judgments more reliable and accurate than by trusting to impressions. Impressions are to be corrected by the scale—not the scale by impressions.

Where Rating Takes Place

Each officer is rated at the station where he is serving, except in case of detached service of less than a month. In the latter case, he is rated by his usual superior. The first rating of a newly commissioned officer is made at the place to which he is assigned. The officer fills out his qualification card at the same time.

When an officer is commissioned from civil life, he will at once make out his qualification card and the officer recommending him will rate him and record the rating on the new officer's card.

Time of Rating

A regular quarterly rating is made of each officer in the Army. (See G. O. 85, W. D., 1918, paragraph 1). The reports of these ratings will be forwarded within ten days after January 15th, April 15th, July 15th, and October 15th of each year. A *special rating* is also made of each officer when transferred from one station to another. This special rating is entered in the usual manner on the officer's qualification card and information as to the rating given is sent to The Adjutant General's

Office or Staff Corps Headquarters. In case such transfer is made within four weeks after a quarterly rating, however, it is not necessary to give a new rating; but to certify to the officer's previous quarterly rating.

Revision of Ratings and Qualification Cards

All the ratings given by a superior officer will in turn be revised by his immediate superior. These revisions are not to be mere checks. They are to be *original, independent ratings*. In case the revising officer does not know the subordinates rated and cannot delegate this task to some one qualified to perform it, he should state on the card or report sheet his lack of sufficient information and the length of time he has known the subordinate. If any revision be very widely different from the rating, some statement as to the specific reasons for the change is desired. Any suggestions as to the causes of unusually low ratings are helpful.

Whenever personnel boards are called upon to revise or confirm original ratings and revisions, their findings constitute the official ratings until the next quarterly rating.

Commanding officers are authorized to return to rating or revising officers such ratings as appear to them to have been done carelessly or without due fidelity to the instructions. If revising officers have reason to believe that the ratings submitted to them have not been conscientiously or intelligently performed, they may ask for a re-rating.

Whenever an officer submits a qualification card that is carelessly or erroneously made out, either the rating or revising officer should return it with instructions to make out a perfect card.

Recording of Ratings and Revisions

All ratings and revisions given an officer are recorded on his qualification card. Copies of all ratings and revisions of each unit will be forwarded on quarterly rating report sheets (Form CCP-1105) to The Adjutant General's Office, or in the case of certain staff corps to their corps headquarters. It is not necessary that the recording of each rating and revision be put on the card in the original after the first time. Later ratings and revisions with signatures of rating and revising officers will be copied from the quarterly rating report sheets. In this way, all cards are kept in their proper files and are less mutilated.

All reports of ratings should include the name in full, rank, corps, and station of each officer rated. All signatures of rating and revising officers should include their rank and corps; these should be both written and typed.

When all the spaces for rating on an officer's qualification card have been filled, a convenient paster is provided containing spaces for new ratings.

RESULTS OF RATING

Analysis of Ratings

When ratings are received at The Adjutant General's Office from any division, camp, or other organization they are carefully studied and analyzed, as are likewise the ratings for each Staff Corps and Department. Through this analysis it usually becomes apparent whether the officers in any organization are using the Rating Scale properly or not. Where they are not, it is usually because of some misunderstanding of the method which can be corrected by instruction.

From the method of constructing and using the scale it is obvious that ratings for any considerable body of officers will average about 60 points. As a matter of fact the average of ratings in four widely scattered camps, on one quarterly report varied only a fraction of a point. This indicated that the rating scale method was being used in these places with a reasonable degree of uniformity. An average much above 65 or much below 55 for any large number of officers (for instance, over a thousand) would be a fair indication that those responsible were not securing their results by man-to-man comparisons of the individuals.

Although 60 is about the average of ratings when the scale is properly constructed and used, this by no means implies that any overwhelming proportion of the ratings should be at or near that figure. There are as great differences between the men who are rated as between those who are used as measuring points for the scale. Hence it is to be normally expected that the ratings for large groups will be distributed over quite a wide range between the possible limits of 20 to 100 and that some officers will be below 45 and some above 75. Where practically all the ratings fall between 50 and 70 it is apparent that raters are unduly conservative or are unwilling to be responsible for a rating that would indicate very superior or very inferior ability. They should keep in mind the fact that a rating below 45 simply brings a case up for review, and the examination of the personnel board frequently reveals the fact that the low rating was due to misplacement rather than to conspicuous lack of ability.

For the October 1918 ratings, a copy of the analysis for each organization, Staff Corps and Department was

sent to the Commanding General for such use as he might wish to make of it. (See Fig. 36.) In two of the camps where the ratings were done inaccurately, the original ratings were discarded and a re-rating ordered. The work of each individual rater is now being analyzed and carefully recorded as a part of his own record. Where his work appears to have been done poorly, his attention is called to the faults. (See Fig. 37.) Most officers, however, are aware of the part which ratings play in the promotion of their subordinates and hence take every care to see that they are just and accurate.

The results of using the rating scale during the past year have established the fact that it is reasonably uniform and accurate in operation, when intelligently constructed and applied. Where two raters equally acquainted with a subordinate officer and equally competent to rate him make independent ratings and compare them, it is found that the average variation is not over five points. Instances of variation of only one or two points, and of no variation, have been reported with surprising frequency. Officers generally agree that the rating scale gives a more accurate and dependable index of efficiency than any other system they have ever examined or used.

It goes without saying that the accuracy and dependability of ratings depend largely upon the care taken to construct an accurate scale and the conscientiousness with which the task of rating is done. It requires time to perfect a good scale, but the amount of time involved is inconsiderable compared with the importance of insuring that relative merit of officers be known and expressed, to the end that those of superior efficiency shall be placed in positions of greater responsibility and those of lesser merit be confined to the tasks of positions which they are competent to fill.

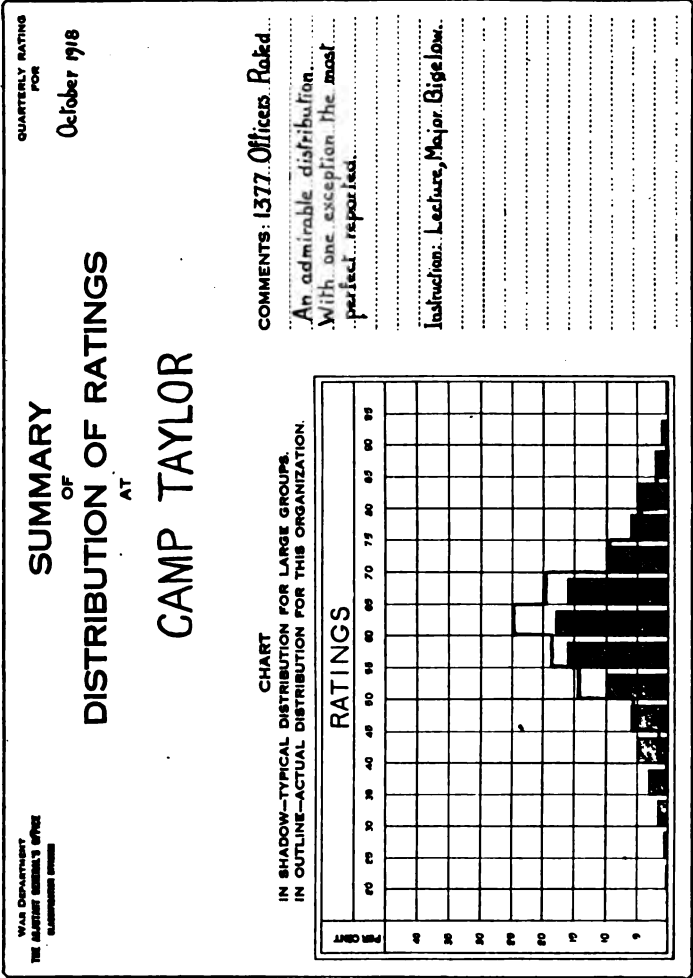


FIG. 36

Graphic Chart Showing Distribution of Ratings for an Organization

[illegible]

FIG. 37

Chart Showing Analysis of the work of a rater

CHAPTER XIII

SPECIAL PERSONNEL WORK IN THE STUDENTS' ARMY TRAINING CORPS

The Students' Army Training Corps was a body of 132,162 enlisted men inducted on and after October 1, 1918, at 526 institutions of Collegiate grade (Section A) and 64,655 enlisted men under training at 124 institutions giving trade instruction (Section B). It was established August 30, 1918, by order of the Secretary of War.

To each unit, one or more personnel adjutants were assigned from personnel schools, held in September, 1918, at Plattsburg, Fort Sheridan and the Presidio.

The personnel work in S. A. T. C. placed heavy responsibilities on the personnel adjutant, since in addition to his usual paper work he was required to operate a plan for the selection of officer candidates. This plan is described in detail in this chapter.

SECTION A—S. A. T. C.

Thorndike Plan for Selection and Classification of Officer Candidates

One of the chief reasons for the establishment of S. A. T. C. was to provide a new and fruitful source for candidates for officers' training. A standardized and completely impartial method for their selection and classification was required, since there would be large numbers of recommendations from a large number of stations and since each arm of the Service should receive candidates equally suitable for its work.

The approval and use of the plan here presented were assured at the time the Armistice was signed, but it had been tried at only two institutions as an experiment. The report on these trials states that the plan was practicable, "did not involve in its execution a burdensome amount of time and labor and can be accomplished expeditiously by a personnel officer who has carefully acquainted himself with the plans and understands how to organize clerical help efficiently." This statement should be borne in mind in reading this chapter, since the description gives the impression of complexity, due to the details of operation included. The plan selected men in accordance with abilities as estimated by college authorities well acquainted with the soldiers. It was able to enlist the enthusiastic interest of the academic and military authorities at the schools where it was tried.

SPECIAL DIRECTIONS FOR S. A. T. C. PERSONNEL WORK

Soldier's Qualification Card (CCP-1)

For each soldier in the S. A. T. C., a CCP card was made out, in accordance with the directions given in Chapter V of this Manual. Rating boards should always have CCP-1 cards at their meetings, for reference.

S. A. T. C. Record Card (CCP-50)

The S. A. T. C. Record Card (CCP-50) is used to record information connected with the selection of officer candidates. It supplements CCP-1. Any information called for on CCP-50 which appears on CCP-1 should be transferred from that card. CCP-50 provides a convenient form for keeping the record of the soldier's achievement in officer training. (See Figs. 38 and 39.)

Name:		Last name	First name	Middle name	Number	S. A. T. C. Unit	Rank or Grade									
Print clearly Counting a full College course as 120 points, how many points have you in the following subjects above High School rank?		French Geography Geology German Italian	Mathematics Mechanical Engineering Medicine Meteorology Physics		Age	(Date of filling out this card)										
Back of card Biology Chemistry Civil Engineering Electrical Engineering Name any other courses taken which you expect will make you useful in the army. State how many points in each.					PRESENT ASSIGNMENT <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th>Company</th> <th>Organization</th> <th>Date</th> </tr> <tr> <td>1</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> </tr> </table>			Company	Organization	Date	1			2		
Company	Organization	Date														
1																
2																
Name three instructors at the institution who know your work. Or, if you are a student of a High School or Preparatory School, Principal and the address of that school.																
Nothing below this line is to be filled out by the soldier.																
Fitness choices 1 2		Unfitness choices 1 2		Albetic Mechanical		Intelligence Rating										
Measure of fitness for different officer posts, in case student is recommended for officer-training.																
Inf.		Mach. G. I. Field A. I. Coast A.		Pilot		Observer										
Transferred within the S. A. T. C. to:																
Transferred from the S. A. T. C. to:																
Special Action.																
Record of soldier at O. T. C., S. M. A. or other institution for officer-training.																
Did the soldier whose name heads this card complete course of officer training satisfactorily?		Yes No		What average grade or mark did he receive, if your records show such a grade or mark?		To what organization was he transferred when he left your organization?										
SEND this card at the completion of the soldier's course in O. T. C., S. M. A. or other institution for officer-training (whether he passes or fails).																
US. A. T. C. Personnel Officer (Print or stamp address of district office.)																

FIG. 38

Face of S. A. T. C. Record Card (Form C.C.P.-50)
(Actual size, 5 x 8 inches)

Print Clearly	Last Name	First Name	Middle Name
O. T. C., S. M. A. or other Officer Training Organisation This space may be printed or stamped with a form for all essential records of the soldier's work in the O. T. C., S. M. A. or other institution for officer training, so that records may be conveniently inspected at any time. If Soldier Falls State Cause Physical Other causes in detail			
S. A. T. C. Organisation This space may be printed or stamped with a form for all essential records of the soldier's work in the S. A. T. C., not already provided for on the soldier's qualification card or on the S. A. T. C. record card, front side.			

FIG. 89
Reverse of S. A. T. C. Record Card

Completion of the Card (Face) (CCP-50)

The heavy black line at the top of the card will be filled as indicated. Over *Number*, the soldier's Army Serial Number will be written or stamped, as on CCP-1. Over *S. A. T. C. Unit*, the name of the institution will be written. The educational record in the upper left-hand corner of the face gives opportunity for the student soldiers to state the amount of the work done in certain courses which have particular reference to army needs. Three blanks appear at the base of this block to be filled in as needed. The phrase "counting the full college course as 120 points," is interpreted as referring to the total number of points required for a bachelor's degree. If a course is four years, that would mean thirty points a year in all courses taken. If Bacteriology had taken one-sixth of the time for an entire year, five points would be entered opposite it. In the block at the right of the top of the card, age in years and months is called for, as well as the date of filling the card. This indication of age is a readier reference than date of birth, which can be obtained from CCP-1. "Present Assignment" will be used for indicating the organization within the S. A. T. C. to which the soldier has been assigned, as "Company A, Infantry." Below the assignment, space is given for listing persons acquainted with the soldier's former academic work.

The second heavy line on the face of the card separates the space which the student will fill out from that which is to be used by the personnel adjutant. A series of five boxes, immediately below this line, gives opportunity for recording the following specific ratings, which are explained later in this chapter: Fitness and unfitness choices, page 297; Athletic-Mechanical Exhibit III, page 308; Intelligence Rating, see Chapter X of this Manual;

General Officer Rating, pages 292-293. The next series of boxes gives opportunity for recording the fitness rating for the different officer posts (see page 300). The next two lines give space for recording transfers, while the third line is to be used for recording all disciplinary actions or other important data concerning the soldier. The space below the third heavy line, as well as the right hand space on the reverse of the card, is to be used by institutions for officer training to which S. A. T. C. soldiers may be sent, except that at the very bottom of the card to the right, where the personnel adjutant *will print or stamp* the address of the *District Office* under which he operates.

Completion of the Card (Reverse)

At the top of the card the name is repeated, for the reason that cards may be filed with the reverse side to the front. In the left block, the S. A. T. C. organization is indicated and space is left for a skeleton record of the soldier's achievement in the Unit. It is suggested that a form, which will include those records, be worked out and put upon a rubber stamp which can be used to divide this space into as many subdivisions as are required. The same suggestions apply to the right hand block. At the bottom of the right hand block space is given for a record of reasons for failure. This record will prove of very great assistance in detecting errors of judgment made by S. A. T. C. Units in the selection of officer candidates.

Disposition of S. A. T. C. Record Card (CCP.-50)

The S. A. T. C. Record Card will always be sent clipped back of the CCP-1 card, when soldiers are assigned to institutions for officer training. On the completion of

such training, whether the soldier succeeds or fails, the card will be sent by the commanding officer to the district address as stamped on the face of the card. The S. A. T. C. Record Cards of soldiers not selected for officer training will be retained by the S. A. T. C. Unit and will be placed in a separate file. It is important that this be done, since request may be made for report on action taken by rating boards, and the S. A. T. C. Record Card contains the soldier's complete record in the S. A. T. C.

THE SELECTION OF SPECIALISTS

The Army needs specialists such as ordnance chemists, ordnance manufacturing and inspection officers, signal corps officers, biologists, bacteriologists, sanitary and health officers, psychologists, chemical warfare officers, etc. The demands for men possessing special knowledge and skill to fill positions such as those mentioned above will be supplied by direct selection of the obviously fit men. The selection may be made according to either of two plans (1) that initiated by the military authorities; (2) that initiated by the soldier concerned or by a member of the faculty.

Plan I—Selection Initiated by Military Authorities

The personnel adjutant will be furnished with statements of the specifications of such specialists as are needed by the Army. (Such statements are given in brief form in a circular entitled "Information for the Guidance of Applicants for Commissions in the U. S. Army—Form 102 C.P.B.-G.S., which may be obtained from the Recruiting Sub-section, Procurement Section, Personnel Branch, Operations Division of the General Staff.) He should

keep those statements available for consultation by himself and by the heads of the departments of the Unit.

With the requirements for these specialists thoroughly in mind, when a call comes from the War Department, he should make up, with the aid of the record cards CCP-1 and CCP-50 a list of those men who seem to fill the requirements fully or fairly well. He should then submit this list, together with the specifications for specialists, to the heads of departments concerned. If recommendation is made for admission to an officer

FORM 1-A

Recommendation for Admission to the Officers' Training Camp (or other institution giving training the successful completion of which ordinarily implies a commission in the United States Army) maintained by the.....of the United States

(Fill with name of Corps)

Army for the training of prospective.....

(Fill with description of officer)

This is to certify that I understand the qualifications required for admission to the above institution as described.....

(Fill with reference

.....and that, in my opinion, to official statement, bulletin or regulations)

(Name of candidate)

of S. A. T. C. Unit.....possesses these qualifications fully with the exception of.....

and has the following in addition:.....

I therefore recommend him for admission to the above-named Camp.

(Fill with title and Institution)

RECOMMENDATION ENDORSED:

Commanding Officer S. A. T. C.

Unit.....

training school, it should take the form shown on page 283 (Form 1-A). It should be signed by the department head or professor best fitted to judge the needs of the post for which recommendation is made, and approved by the commanding officer. The personnel adjutant records the final action taken on such recommendation on the S. A. T. C. Record Card (CCP-50).

If recommendation is for appointment to a commission it should take the following form (Form 1-B):

FORM 1-B

Recommendation for Appointment to a Commission in the
.....of the United States Army,
(Fill with name of Corps)

as.....

(Fill with name or description of post as officer)

This is to certify that I understand the qualifications required of
a commissioned officer in the above service as described.....

(Fill with
.....and that in
reference to official statement, bulletin or regulations)
my opinion, ...

(Fill with name of candidate)

of S. A. T. C. Unit.....possesses these qualifications
fully

with the exception of.....
.....

.....
and has the following in addition:.....

I therefore recommend him for such a commission.

.....
.....
(Fill with title and Institution)

RECOMMENDATION ENDORSED:

.....
Commanding Officer S. A. T. C.
Unit.....

Plan II—Selection Initiated by Soldier or Faculty Member

Any soldier may ask to be considered for a special branch of the service, or a faculty member may recommend a soldier for consideration. In either event, the procedure for selection is the same as that given above requiring the use of Form 1A or 1B. A man recommended on Form 1A or 1B is not removed from consideration in connection with general officer material before the recommendation is acted upon by higher military authority.

The personnel adjutant should impress upon the heads of departments the undesirability of recommending any man who has not a high probability of success.

The S. A. T. C. Record Card (CCP-50) of a specialist is forwarded with him whenever he is moved to a new organization.

The great majority of the S. A. T. C. men, however, will not be considered for admission to officers' training schools or for commissions until near the end of their S. A. T. C. training. Selections will then be made of those most likely to prove successful as officers after proper training.

There are two steps involved: (1) the selection of general officer material and (2) the classification of such material with respect to the requirements of the different branches of the service. These two steps are separate and distinct from each other.

**STEP I—SELECTION OF GENERAL OFFICER
MATERIAL*****The Rating Board***

For each company of 250 men or less a Rating Board is appointed by the commanding officer, in consultation

with such college and military officers as can be of assistance. This is done within sixty days after the opening of the last quarter of the soldier's residence (the only quarter in the case of men to be called to field service in three months, the second quarter in the case of men called in six months). The Board consists of the following members: The Commanding Officer (ex-officio chairman of all Rating Boards), the Dean (whichever one is best acquainted with the soldiers), the Personnel Adjutant (ex-officio secretary of all Rating Boards), the Registrar or person in charge of the academic records, two members of the faculty, the Company Commander, who may also be deputed by the Commanding Officer to sit on the Board in his stead, and six soldiers of the company being rated. The members of the Rating Board should be selected because of their good judgment and their personal knowledge of the men in the company. The soldier members should be men who in times of peace would probably be members of important boards on students' affairs, athletics and government.

The purpose of the Rating Board is to secure ratings of each man in the company upon the following seven traits which are used in securing a "general officer rating" and a "specific officer rating" for the main branches of the Service:

- (1) Intellect, including academic studies.
- (2) Character.
- (3) Military studies and military practice.
- (4) Physique and athletics.
- (5) Command of men.
- (6) Athletics-mechanical.
- (7) Scrupulousness.

The meaning of these qualities and the manner of rat-

ing upon each of them is described in "The Duties of a Member of an S. A. T. C. Rating Board," a copy of which should be placed in the hands of each member of the Board:

DUTIES OF A MEMBER OF AN S. A. T. C. RATING BOARD

"Your duties as a member of a Rating Board for the S. A. T. C. are of the greatest importance to the Army. Your ratings will decide in part which men are chosen for further officer training and which branch of the Army they are assigned to. To get the best men for officers and to put each man where he will do the best work is of sure help in winning the war. If you cannot be careful, thorough and absolutely impartial in judging members of the S. A. T. C., you should ask to be relieved from this service. To accept membership on this Board is considered a pledge that you will follow the instructions for rating exactly, do the work as accurately and promptly as you can, and keep absolutely confidential every fact about any man which you learn as a result of the Board's proceedings.

"INSTRUCTIONS FOR RATING"

"The ratings to be given are for (1) Intellect, including standing in academic studies, (2) Character, (4) Physique and Athletics, (5) Command of men, and (7) Scrupulousness.

1. "Let *Intellect* mean accuracy, ease in learning, ability to grasp new points of view, ability to overcome difficulties by thinking the problem out, and power of correct reasoning. Consider intellect as used in dealing with things and people and as manifested by success in academic studies.

"Your rating will be 1, 2, 3, 4, or 5: 1 means that you think the man in question is in the lowest 20 per cent of men in the S. A. T. C. in respect to Intellect. 2 means that you think the man in question is in the next to the lowest fifth of men in the S. A. T. C. in respect to Intellect; 3 means the middle fifth; 4 means the next to the highest 20 per cent, and 5 the highest 20 per cent. Note that 1 means in the lowest fifth of men *in the S. A. T. C.*, not the lowest fifth of the particular men you happen to know well enough to rate them.

2. "Let *Character* mean general manhood, not the mere absence of vices. Consider courage, unselfishness and good manners; industry, dependability, determination; loyalty to family, friends, school and church; personal habits, honesty and self-respect; readiness to shoulder responsibility for his own acts.

"Use ratings 1 to 5 to mean lowest and highest fifths of men in the S. A. T. C. as before.

4. "Let *Physique and Athletics* (Athletics where the man uses chiefly his own body) mean ability at baseball, football, basketball, rowing, tennis, lacrosse, swimming, wrestling, fencing, gymnastics, track athletics, and similar games. Give much credit for courage and endurance and for teamwork and headwork in athletics.

"Use ratings 1 to 5 as before.

5. "Let *Command of Men* mean the ability (after, say two months of experience in the Army) to secure respect, obedience, loyalty, courage and endurance in a group of 100 or more soldiers. Consider force, self-reliance, initiative, decisiveness, and tact.

"Use ratings 1 to 5 as before.

7. "Let *Scrupulousness* mean the love of truth, care in statement, exact fulfilment of obligation; hatred of all forms of deceit, evasion and bluffing; rigid adherence to what one thinks right at all costs to oneself or one's friends.

"Use ratings 1 to 5 as before.

"Note on 2 and 7:

"A man may have a fine character in general, but be willing to lie for a friend, bluff when it is useful in a good cause, and be careless about remembering to repay money or to post a letter as he promised. He may be 5 in (2) and 1 in (7).

"So, also, a man may be very scrupulous, very punctilious in all matters of personal honor, but be rather selfish, with a 'big head' unkind, lazy, and unco-operative. He may be 5 in (7) and only 1 or 2 in (2)."

S. A. T. C. RATING SHEET

NAMES	1 Intellect	2 Character	3 Military	4 Phys. & Ath.	5 Command	6 Ath.—Mech.	7 Scrup.						
.....	...	...	...	...	...	...	...	...	...	...	...	...	...
.....	...	...	...	...	...	...	...	...	...	...	...	...	...
.....	...	...	...	...	...	...	...	...	...	...	...	...	...

(Spaces for additional names follow)

The Rating Board is called together by the Commanding Officer, and each member provided by the personnel adjutant with an alphabetical list of the men to be rated (SATC Rating Sheet). No discussion of the merits of any man is to take place, as it is highly important that all the ratings should be entirely independent.

The military officers, including the personnel adjutant, who are members of the board, shall rate for (1) intellect, (2) character, (4) physique and athletics, (5) command of men, and (7) scrupulousness.

The faculty members, including the registrar, shall rate for (1) intellect, (2) character, and (7) scrupulousness.

The soldier student members shall rate for (2) character, (4) physique and athletics, (5) command of men, and (7) scrupulousness.

On scrupulousness, it is especially desirable to secure as many ratings as possible.

It shall further be the duty of the personnel adjutant to secure ratings for athletics-mechanical from the replies of the students given on the S. A. T. C. Special Personnel Record, Exhibit II.

It shall further be the duty of the Registrar to secure ratings for military studies and practices. This should be done by averaging the grades turned in for military subjects, both studies and drill, and then rating on a 1 to 5 basis. (See above, "Duties of a Member of an S. A. T. C. Rating Board.") If the military subjects are graded upon A B C D E basis, it can still be done by assigning numerical values, such as 90, 80, 70, 60, 50, to the letters.

In order to assure that there are military grades, the personnel adjutant shall ascertain by the 50th day of

the quarter if grades for military subjects are on record, and if they are not he should request the Commanding Officer to take such steps as are necessary to immediately secure gradings in both military studies and practice. The work of giving ratings should be done at the first sitting of the board, in order to insure obtaining the data immediately and to guarantee that ratings are made independently. As rapidly as members complete the rating of the men whom they know, they should sign their rating sheets and hand to the personnel adjutant. They may then be excused.

Treatment of Ratings by the Personnel Adjutant

After the first meeting of the rating board, the personnel adjutant records upon the Sheet for Combining S. A. T. C. Ratings the 1 to 5 rating, unless for a given trait and individual there are three or more ratings, in which case he records the average of the ratings given (usually an average of from 3 to 7) in the proper column under "Av." (A table showing the average resulting from the different numbers of individual ratings can be easily worked out and used to simplify the calculation.)

SHEET FOR COMBINING S. A. T.-C. RATINGS

[illegible]

If the ratings of more than 10 per cent of the men are incomplete in one or more traits he shall make a list of men incompletely rated. This list shall be sent to each member of the board with the request that he bring advisers, acquainted with one or more of the men listed, to another meeting of the board which shall be called by the Commanding Officer.

At this second meeting of the board, the personnel adjutant shall read in turn the names of the men incompletely rated and call for ratings. Any member or adviser who can give a rating so indicates and hands in the rating in order that the personnel adjutant may immediately record it. If there still remain men incompletely rated, they shall be assigned by the Commanding Officer to individual members of the board for investigation and report to the personnel adjutant.

In case less than 10 per cent of the men are incompletely rated at the first sitting of the board the personnel adjutant shall report the names of the men still lacking ratings to the Commanding Officer, who shall assign them to individual members of the board for investigation and report to the personnel adjutant. In this case a second meeting of the board is not called.

As an aid in completing ratings upon Physique and athletics the personnel adjutant may read the information contained in Question eleven (Athletic Record) of the Special Personnel Record (Exhibit II), but he should not read other items of information therein contained, as they are used in securing the score for athletics-mechanical.

After the ratings are complete the personnel adjutant disposes of all S. A. T. C. rating sheets then in his hands, returning to the various members of the board

Securing the General Officer Rating

Having calculated the general officer rating, a list is drawn up on the sheet entitled "List Arranged Accord-

[illegible]

ing to General Officer Merit," in which the men are arranged in order of merit according to their general officer rating. (See Trial Exercises, Exhibits IV and V.)

This is presented to the Commanding Officer who is to draw a line above which are the men to be recommended for officers' training schools and below which are the men not recommended. This line should be drawn after consultation with other military officers under his command.

By Order of the Military Authorities

Only those students who have done satisfactory work in academic subjects will be considered fit as officer material in general, except upon the official statement of the Commanding Officer of the unit that special circumstances and the good of the service justify such action. In any statements made by the personnel adjutant to members of the teaching staff, students or others concerning the selection and classification of officers, it should be made clear that satisfactory work in the academic studies of the course is regarded by the military authorities as essential. A large part of the work of the soldier in the Students' Army Training Corps is his work as a student. For the soldier to neglect this is as culpable as for him to neglect his military studies and drill.

The men below the line are to be disposed of as the War Department may authorize, those most nearly fit for officer material being given the most advantageous and responsible assignments.

STEP 2—CLASSIFICATION OF OFFICER MATERIAL FOR THE DIFFERENT BRANCHES OF THE SERVICE

The preceding section has described the procedure for determining which men are officer material. The purpose of this section is to determine in which branch of the service a man's qualities best fit him to serve. What follows concerns only the men already selected as officer material. (See Trial Exercise, Exhibit V.)

A new 1 to 5 grading is secured in each of the seven traits for the *officer material*. The personnel adjutant must keep in mind that these 1 to 5 gradings are entirely distinct from the 1 to 5 gradings for men in general.

The average Intellect rating, the average Character rating, the average Command-of-men rating, and the average Scrupulousness rating as recorded on the *Sheet for Combining S. A. T. C. Ratings* is transcribed to the *List Arranged According to General Officer Merit* for all above-the-line men. The gross scores from which the registrar obtained his 1 to 5 ratings in Military and the gross scores from which the personnel adjutant obtained his 1 to 5 ratings in Athletics-mechanical are also transcribed for these same men. The above-the-line men are divided into fifths in each trait, those with the higher score always ranking above those with the lower score.

For illustration, the average scores on Intellect for twenty men selected as officer material might run as follows: 4.7, 4.3, 4.2, 4.0, 3.8, 3.6, 3.5, 3.4, 3.3, 3.2, 3.1, 3.0, 2.9, 2.8, 2.7, 2.6, 2.5, 2.4. If such were the case, the men receiving the first four average scores in this list would be rated 5, the next four would be rated

4, the next four 3, etc. This is done for each of the seven different traits. If the number of men to be given 1-5 ratings does not divide into 5 equal parts, a table may be prepared in which the fifths which are to receive the extra men will be listed in order.

It will at times happen that the fourth and fifth man (or eighth man, or ninth man, etc.) have exactly the same average rating on a given trait. When this occurs the question arises as to which of the two men is placed in the higher fifth for that trait. The answer is as follows: *Glance at the General Officer Ratings of the two men and place that one in the higher fifth who has the higher General Officer Rating.* This rule will dispose of all cases of ties.

Compiling the Classification Ratings

The personnel adjutant has now a new ranking on each of the seven traits for each man included in the officer material list. These final ratings must now be weighted in such a manner as to bring out a man's relative fitness for the different branches of the Service. The weights to be used will be sent to the personnel adjutants as confidential information. They were derived as follows:

Each branch of the Service was given 100 points to "spend" for the qualities described in the several traits. Each branch was allowed to spend these 100 points according to its peculiar needs as judged by its authorities. The following is illustrative of the way certain branches of the Service might have described their bids:

	Field			
	Infantry	Artillery	Pilot	Observer
1. Intellect	10	10	5	80
2. Character	15	15	20	15
3. Military Studies	25	30	15	15
4. Athletics and Physique.	10	10	25	10
5. Command of Men.....	35	20	5	0
6. Athletic-Mechanical ...	0	10	25	0
7. Scrupulousness	5	5	5	80

1. *Individual Rating Card:* This card is filled out for each man selected as officer material. In column headed "1 to 5 Rating" the man's new ratings for the seven traits are copied from the List Arranged According to General Officer Merit. At the foot of the column headed "General Officer Rating," the man's General Officer Rating is also copied from *List Arranged According to General Officer Merit*.

Key No.	Last Name	First Name	Middle Name	Name of College or School	S.A.T.C. Organization				
Allotted to Sent to									
Quality	1 to 5 Rating	Inf.	Mach-ine	Field Art	Coast Art.	Pilot	Obser-ver	Bal. Man.	Sig. Corps
1									
2									
3									
4									
5									
6									
7									
	Gen. Off. Rat.								
Choice	1 2								
Unfit	1 2								
Final Fitness Score									
10 9 8 Order Score									

2. Weighting the Classification Rating: The man's 1 to 5 classification ratings in the first column of the Individual Record Card are multiplied by the "bids" given for the different traits by that branch. For example, assuming the above hypothetical bids; in the case of Infantry the classification rating for Intellect is multiplied by 10, that for Character by 15, that for Military studies by 25, etc. To make the calculation easier, a card 5x5 with the bids for the seven traits as given by Infantry, Field Artillery, Coast Artillery, Pilot, along the four sides may be clipped to the individual rating card so that when calculating the Infantry fitness score the multipliers lie directly next to the ratings to be multiplied. A turn of the card through 90 degrees places it in shape for the next series of products, Field Artillery (since the bids for Infantry and for Machine Gun are identical), and so forth for Coast Artillery and Pilot. The reverse side of the card may be used for the four additional branches. These multiplications are made for each branch of the Service and the products are recorded in the appropriate spaces.

3. Allowance for Preference and Aversions: On the same card record in the lower left hand corner the man's first and second choices as stated on the Special Personnel Record, Exhibit II; or if no preference has been stated, then his first and second greatest aversions.

Then in the column corresponding to first choice enter a +40 in the appropriate space near the bottom of the card, and in the column corresponding to second choice enter +20 in the appropriate space. At the same time, enter -10 in each of the remaining columns.

If aversions have been stated instead of preferences write -40 in the column corresponding to greatest

aversion (unfitness), and —20 in the column corresponding to second greatest aversion (unfitness). At the same time enter +10 in each of the other columns.

4. *Computing the "Final Fitness Scores"*: It remains to sum the *columns*, *noting the addition* or subtraction to be made for a choice or aversion, and to place the sums of the several columns in the spaces after "Final Fitness." These scores show a man's relative fitness for the various branches of the Service. The maximum possible is 540 and the minimum 60.

5. Finally, the personnel adjutant shall write in the column for Field Artillery, "Math. adequate" if the person has sufficient mathematics for Field Artillery purposes as stipulated in the Memorandum to Commanding Officers and Educational Authorities at all S. A. T. C. Institutions, October 10, 1918, and shall do the same for Coast Artillery; if the individual is possessed of any special technical fitness or unfitness for any of the branches of the Service, a brief statement of the fact shall be made upon the reverse side of the card and a star, to indicate the existence of the note, placed in the proper column on the face of the card.

6. Individual Record card is then sent to the military officer making final allotment. (The personnel adjutant will later be informed as to this officer.) This completes the work of the personnel adjutant. A summary calendar of his duties follows:

ORDER OF DUTIES OF PERSONNEL ADJUTANT IN EXECUTING S. A. T. C. RATING PLAN

(For large institutions see also page 303)

Filling out of Qualification Card—CCP-1. Page 277.

Filling out of S. A. T. C. Rec. Card—CCP-50. Page 277.

Filling out of Special Personnel Record. Exhibit II.

Scoring Athletics-Mechanical. Page 308.

Recording on CCP-50 Preference and Aversions and Athletics-Mechanical Score.

Recording on Individual Rating Card Preference and Aversion Allowances.

Selection of Specialists. Page 282.

By 50th day } Ascertaining availability of Military grades.
of Quarter } Page 289.

Appointment of Rating Board and acquainting it with its duties. Page 286.

By 60th day } Sitzings of Board, resulting in ratings.
of Quarter } (S. A. T. C. Rating Sheet.)

Averaging of ratings. (Sheet for combining S. A. T. C. Ratings.)

Calculation of General Officer Fitness scores. (Sheet for combining S. A. T. C. Ratings. Page 292.

Recording General Officer Ratings on CCP-50.

Segregation of Officer Material. (List arranged according to General Officer Merit.)

Calculation of new 1—5 grades for seven traits for Officer Material. (List arranged according to General Officer Merit.)

Transferring 1—5 grades and general officer merit scores to Individual Record Cards.

Calculation of Fitness scores for various branches. Page 296.

Recording "Math. Adequate" and other special notes. Page 298.

Transferring Fitness scores to CCP-50.

By 75th day } Forwarding Individual Rating Card to
of Quarter } Allotting Officer. Page 298.

THE ALLOTMENT OF MEN TO DIFFERENT BRANCHES OF THE ARMY

The Individual Record cards for all the soldiers recommended from the institutions of a single geographical district are sent to the headquarters of that district

to be distributed to the different branches of the Army, in accordance with the abilities of the soldier and the needs of the Service. This work is under the charge of the Allotting Officer of the District, who has received his orders from Washington.

With this latter work the personnel adjutant has nothing to do, but it is explained in order that he may know the full operation of the selective system in which his responsibilities are so great.

The Procedure of Selection

The Allotting Officer runs through the cards, withdrawing those that fulfil technical requirements. These are assigned to the branches demanding such qualifications.

There may be certain branches of the Service for which, at the time of allotment, there is no call for men, e. g., coast artillery. In such event make an X at the bottom of the column "Coast Artillery" on the Individual Rating Card, to indicate that Coast Artillery is not to be considered.

The fitness scores for the remaining branches are noted and a 10 placed in the bottom of the column for the branch in which the individual stands highest. 10's are also placed at the bottom of any other columns for which the individual's score is within 20 points of the maximum score. A 9 is placed at the bottom of the column with the next highest score and additional nines for any other columns totalling within 20 points of this maximum 9 total. Similarly for 8, 7, etc., until a 10, 9, 8 score is recorded for all branches to which allotments are to be made.

The cards are then gone over, picking out men for the different branches in turn. The order in which the

different branches of the Service are taken in this allotment gives a very slight advantage to those which are taken earliest. To balance this up, the order should be changed with each run. Thus, calling the different branches of the Service A, B, C, D, etc., in which the quota called for A is greater than that called for B, which in turn is greater than that called for C, etc., and assuming that there are eight in all, the first clerk removes the cards for those scoring over 399 for final fitness in branch A and also scoring 10 in the 10, 9, 8 order score.

The first time through

Clerk 1 picks the over 399 10's for A

then	"	2	"	"	"	"	"	"	B
"	"	3	"	"	"	"	"	"	C
"	"	4	"	"	"	"	"	"	D
"	"	5	"	"	"	"	"	"	E
"	"	6	"	"	"	"	"	"	F
"	"	7	"	"	"	"	"	"	G
"	"	8	"	"	"	"	"	"	H

The second time through

Clerk 2 picks the 350-399 10's for B

then	"	3	"	"	"	"	"	"	C
"	"	4	"	"	"	"	"	"	D
"	"	5	"	"	"	"	"	"	E
"	"	6	"	"	"	"	"	"	F
"	"	7	"	"	"	"	"	"	G
"	"	8	"	"	"	"	"	"	H
"	"	1	"	"	"	"	"	"	A

The third time through

Clerk 3 picks the 300-349 10's for C

then	"	4	"	"	"	"	"	"	D
"	"	5	"	"	"	"	"	"	E

then, etc.—

The fourth time through

Clerk 4 picks the 250-299 10's for D
then etc.—

The fifth time through

Clerk 5 picks the over 399 9's for E
then “ 6 “ “ “ “ “ “ F
“ etc.—

The sixth time through Clerk 6 picks the 350-399 9's
for F, etc.

The seventh time through Clerk 7 picks the 300-349 9's
for G, etc.

The eighth time through Clerk 8 picks the 250-299 9's
for H, etc.

The ninth time through Clerk 1 picks the over 399 8's
for A, etc.

The tenth time through Clerk 2 picks the 350-399 8's
for B, etc.

And so forth until no cards are left having scores over 249 for branches whose quotas are still unfilled. It is to be noted that steps five, six, etc., cannot come in at all unless certain quotas have been completely filled by steps one, two, three, and four.

The procedure continues in rotation as above noted, picking next the 200-249 10's, then the 150-199 10's, then the 100-149 10's, then the below 100 10's, then the 200-249 9's, etc., until all are allotted.

In this procedure whenever a quota becomes filled that branch drops out so far as subsequent drawings are concerned.

EXHIBIT I

SUGGESTED PROCEDURE FOR RATING VERY LARGE S. A. T. C. UNITS

Where there are more than two companies (i. e., more than 500) in the S. A. T. C., the following procedure will be advisable to increase the efficiency and economize time.

The personnel adjutant should be provided with one assistant personnel adjutant if the number in the S. A. T. C. is from 500 to 1000, with two assistant personnel adjutants if the number is from 1000 to 1500, and so on at the rate of one assistant for each additional 500 men.

These additional personnel adjutants may act on any rating boards for the personnel adjutant at his discretion. They shall assist him in the organization and the clerical execution of the ratings.

The position on a rating board held by the Dean of the college *ex officio* (see page 286) shall, in these very large institutions, be held by whichever Dean or administrative officer is most responsible for the education of the company in question.

Special Procedure in Case of New Men

The intention is to secure in the most effective way information regarding each man, which will assist in placing him where he can serve the Army best. In the case of men who have been in the institution less than a quarter there may be little information available locally. The following steps will obtain additional opinions, if carried out promptly, to be used in connection with that received from S. A. T. C. instructors.

The procedure in the rating boards should be the same

as previously described for units of 500 or less, and in addition the following:

Before the tenth day of the quarter, the registrar of the institution, or other officer should provide two lists of men enrolled in the S. A. T. C. for the present quarter: (1) of those who have attended the institution before, and (2) of those who have not. The second list will be used at once as follows:

Three copies of the form letter which follows will be sent to the principal of the high school which the student in question last attended as recorded on the S. A. T. C. Record Card (CCP-50). If full replies are not received within a week, a follow-up note should be sent requesting the information and urging its importance.

Old Students

The list of old students is used as follows: On or before the thirtieth day of the quarter an S. A. T. C. Rating Sheet is sent to each former teacher (named on the S. A. T. C. Record Card (CCP-50), containing a list of the names of the students whom he knows. With it goes the form letter, on the reverse side of which letter are printed "The Duties of a Member of an S. A. T. C. Rating Board." (See page 287.)

The personnel adjutant may use the ratings sent in by a high school principal on a parity with ratings made by board members. If the first meeting of the rating board results in three or more ratings for an individual, no use need be made of the ratings from the high school principals.

STUDENTS' ARMY TRAINING CORPS

As soon as possible return this sheet with the ratings on it.

[illegible]

Date.....at.....

EXHIBIT II

S. A. T. C. SPECIAL PERSONNEL RECORD

1. Last Name; First Name;
..... Middle Name.
 2. Age in years and months: years, ... months.
 3. S. A. T. C. Unit.....
 4. Have you read the pamphlet describing the work done by officers in the different branches of the Army?.....
"Information for the Guidance of Applicants for Commissions in the U. S. Army—Form 102 CPB-GS, obtained from the Recruiting Subsection, Procurement Section, Personnel Branch, Operations Division of the General Staff.
 5. If you should be recommended for training as a prospective commissioned officer or non-commissioned officer, at which sort of work do you think you would be of most service?.....
..... (Use the letter and word of the list below). At which do you think you would be of next most service Do not express a preference for any of the Departments in the Special List unless you are possessed of the special training which is required. If preference is expressed for Departments in the Special List indicate as exactly as possible the particular position or officership preferred.
- If you have filled out No. 5, do not fill out No. 6.
6. If you do not think you would be specially fit for any one more than another, but do think that there are certain lines of work for which you are specially *unfit*, write the letter and name of the work for which you think you would be most *unfit* here: Write the letter and name of the work for which you think you would be next most unfit here.....

General List

- Army**
- a. Infantry
 - b. Machine Gun
 - c. Field Artillery
 - d. Coast Artillery
 - e. Pilot
 - f. Observer
 - g. Balloon Maneuver
 - h. Signal Corps

Special List

- Inspector General's Department
Judge Advocate General's Department
Quartermaster's Corps
Sanitary Corps
Engineering Corps
Ordnance Department
Construction Division
Militia Bureau
Tank Corps

Chemical Warfare Service
Motor Transport Corps
Aircraft Production

7. Have you read the pamphlet describing the work of the Army vocational schools?.....
8. If you should not be recommended for training as a prospective commissioned officer or non-commissioned officer, which would you prefer, to be sent to an Army school to learn some special trade or to be sent direct to the general body of the Army? Write "Special" or "General" as your answer.....
9. Answer carefully the following questions concerning your experience with machines, tools, engines, and the like. Make any necessary computations on the margins of this sheet.
 - A. Estimate how many hours you have spent, from the age of 15 years 0 months to the age of 19 years 0 months (or till now if you are not yet 19) in working with tools, machinery, engines, and electrical apparatus. Do NOT include riding a bicycle or motor-cycle, driving an automobile, sailing a sail-boat or motor-boat. DO include work on the upkeep and repair of these. But do NOT include hours spent for which you received regular wages. Draw a line around the right number:

0	200	400	600	800	1000	1200	1400	1600
			1800	2000	2500	Over 2500.		
 - B. All questions in B refer to the time from the age of 15 years 0 months to 19 years 0 months (or till now if you are not yet 19).
 - I. How many miles have you sailed a sail-boat?.....

In answering this question and similar questions later, think "From 15 to 19 is four years. I was sailing about miles a week during about..... weeks each year." Use the margins of this sheet to write any multiplications and additions that you need to make. If you never sailed a boat write 0, to show that you did not skip the question.
 - II. How many miles have you sailed a motor-boat?.....
 - III. How many miles have you ridden a motor-cycle?.....
 - IV. How many miles have you driven an automobile?.....
 - V. How many miles have you ridden a horse?.....
 - VI. How many DAYS have you spent in hunting?.....
 - VII. How many HOURS have you spent in shooting (practicing on a rifle range or other actual shooting)?.....

10. How many HOURS have you spent from the age of 15 years 0 months to the age of 19 years 0 months (or till now if you are not yet 19) in baseball, football, basket-ball, tennis, handball, gymnastics, or other athletic sports? Do NOT count any time already indicated as spent on sailing, motor-cycling, automobiling, horseback-riding, hunting or shooting.
11. Name any athletic teams of which you have been a member, stating clearly what the team was, and what it was connected with, and whether you were a regular or a substitute, as shown in the samples. If you have belonged to more than five, name the five most important.

NAME OF GAME	TEAM	SCHOOL	REGULAR OR SUBSTITUTE
Baseball	Freshman Team	Amherst College	Substitute
Football	Regular H. S. Team	Pittsburgh H. S.	Regular

12. How many full days of schooling have you had from the age of 15 years 0 months to 19 years 0 months (or till now if you are not yet 19 years old)? Count 5 days per week for regular high school or college work, and count six hours of evening or trade school classes as one day.
13. How many full days of work for wages have you had from the age of 15 years 0 months to 19 years 0 months (or till now if you are not yet 19 years old)? Count 8 hours of part-time as one full day.

EXHIBIT III

RATING ATHLETICS—MECHANICAL ABILITY

The purpose of this computation is to obtain a measure of each man's devotion to achievements in sports

and work where he manages tools and objects, as well as his own body. The credits are arranged to fit the young man 18 to 21 who will be in the S.A.T.C. and who will have spent the years from 15 to 19 in a mixture of study, play and irregular work for self-support. They are arranged also so as not to penalize too severely the young man who has achieved little in this mixture of athletic and mechanical experience, either because he has been at work learning a trade, or because he has been very active in athletics of the non-mechanical sorts.

The personnel adjutant alone is responsible for the soldier's rating in Athletics-Mechanical. As early in the quarter as possible he should see that each member of the S.A.T.C. has carefully filled out "The S.A.T.C. Special Personnel Record." (Exhibit II.)

On the margin of this sheet he should figure credits for section 9-a as follows:

For	200	mark	credit	of	1
"	400	"	"	"	2
"	600	"	"	"	3
"	800	"	"	"	4
"	1000	"	"	"	5
"	1200	"	"	"	6
"	1400	"	"	"	7
"	1600	"	"	"	8
"	1800	"	"	"	9
"	2000	"	"	"	10
"	2500	"	"	"	9
over	2500	"	"	"	8

In Section 9.

Credits

B I	For	0 to 19	0
	"	20 " 99	1
	"	100 " 499	2
	"	500 " 4999	3
	"	5000 " 19999	2
	"	20000 or over	0

B II	For	0 to 99	0
	"	100 " 499	1
	"	500 " 4999	2
	"	5000 " 19999	1
	"	20000 or over	0
B III	For	0 to 49	0
	"	50 " 99	1
	"	100 " 999	2
	"	1000 " 19999	3
	"	20000 or over	2
B IV	For	0 to 49	0
	"	50 " 999	1
	"	1000 " 4999	2
	"	5000 " 99999	3
	"	100000 or over	2
B V	For	0 to 99	0
	"	100 " 499	1
	"	500 " 4999	2
	"	5000 " 9999	1
	"	10000 or over	0
B VI	For	0 to 19	0
	"	20 " 99	1
	"	100 " 499	2
	"	500 " 999	1
	"	1000 or over	0
B VII	For	0 to 4	0
	"	5 " 29	1
	"	30 " 399	2
	"	400 or over	1

In Section 10.

For	0 to 199	0
"	200 " 599	1
"	600 " 999	2
"	1000 " 1399	3
"	1400 " 1799	4
"	1800 " 2499	5
"	2500 or over	4

To the total score add a credit of $\frac{1}{2}$ for each month under 19 (years) months. Find the sum of the credits.

Enter it on the man's S. A. T. C. qualification record card (CCP-50) under "Athletics-Mechanical," also enter on Sheet for Combining S. A. T. C. Ratings under "Athletics-Mechanical Gross Score."

EXHIBIT IV

TRIAL EXERCISE ON ARRANGING A LIST OF NAMES IN ORDER OF THE MAGNITUDE OF THEIR GENERAL OFFICER RATINGS

CASE 1

The Number of Names Being Less Than 41

Examine the numbers in the General Officer Rating Column of the *Sheet for Combining S. A. T. C. Ratings*, selecting the highest and writing 1 before the man's name. Continue. If two or more men have the same "Total," assign each of them the series of ranks belonging to all. For example, if two men of equal scores would hold ranks 10 and 11, assign "10, 11" to each. If three men of equal scores would be 17, 18 and 19, assign "17, 18 and 19" to each man. Check the work by observing whether the last rank entered is the same number as the number of cases.

Copy the names and General Officer Rating Totals, rearranging them in the order of magnitude of the rank numbers, the best man first.

CASE 2

The Number of Names Being 41 or Over

Make a list of the "Total" numbers in order of magnitude, writing those from 20 to 24.9 on one line, those from 25 to 29.9 on the next line, those from 30 to 34.9 on the next line, and so on. Within each line

enter the numbers in order of magnitude, the smallest at the left. Assign rank numbers to each General Officer Rating score.

Exercise 1 may be used for practice work.

EXERCISE 1

Find and enter the rank number in an order of merit for General Officer Rating, for each of these seventy (70) cases.

Company A. Total General Officer Rating Scores for Individuals a, b, c, etc.:

a	41.2	p	67.5	E	53.8	T	63.3	ll	73.8
b	63.4	q	60.6	F	72.4	U	70.2	jj	65.4
c	70.6	r	72.0	G	78.8	V	59.5	kk	66.7
d	75.6	s	62.4	H	75.4	W	78.3	ll	69.2
e	82.4	t	58.4	I	92.0	X	76.5	mm	87.4
f	64.0	u	70.5	J	61.6	Y	67.2	nn	93.2
g	69.4	v	56.4	K	64.5	Z	38.1	oo	45.3
h	72.0	w	71.4	L	62.8	aa	72.9	pp	70.1
i	65.8	x	70.2	M	83.2	bb	51.7	qq	46.2
j	76.3	y	73.9	N	63.6	cc	44.5	rr	48.8
k	76.2	z	81.2	O	76.4	dd	82.3	ss	
l	52.0	A	75.4	P	64.4	ee	74.1	tt	
m	61.3	B	68.2	Q	64.7	ff	66.9	uu	
n	75.2	C	74.7	R	71.2	gg	62.8	vv	
o	80.9	D	80.7	S	90.2	hh	68.3	ww	

Is your work clear and well arranged so that another person can easily check it?

Is your work marked with a clear title telling what it is?

Is your work correct? See key below.

KEY TO EXERCISE 1

Individuals	Rank	Individuals	Rank	Individuals	Rank	Individuals	Rank	Individuals	Rank
nn	1	k	16	c	31	T	46	v	61
I	2	d	17	u	32	Q	47	E	62
S	3	A	18, 19	x	33, 34	K	48	l	63
mm	4	H	18, 19	U	33, 34	P	49	bb	64
mm	5	n	20	pp	35	f	50	rr	65
e	6	C	21	g	36	N	51	qq	66
dd	7	ee	22	ll	37	b	52	oo	67
s	8	y	23	hh	38	L	53, 54	cc	68
o	9	ll	24	B	39	gg	53, 54	a	69
D	10	aa	25	P	40	s	55	Z	70
		F	26						
G	11			Y	41	J	56		
W	12	h	27, 28	ff	42	m	57		
j	13	r	27, 28	kk	43	q	58		
X	14	w	29	i	44	V	59		
O	15	R	30	jj	45	t	60		

Enter the appropriate rank number before each man's name. Copy the names and General Officer Rating Totals, rearranging them in the order of magnitude of the rank numbers, the best man first.

Remember that each company is to be treated separately in the above arrangements.

EXHIBIT V

TRIAL EXERCISE—SAMPLE CALCULATION OF GENERAL OFFICER RATING AND SPECIAL FITNESS SCORES

In securing final fitness scores for different branches of the service the following facts or items of information need to be known.

1. The 1-5 ratings of each individual for Intellect, Character, Physique and Athletics, Command of Men, and Scrupulousness. These are obtained after the sittings of the rating board, from the *S. A. T. C. Rating Sheets* which are made out by the various members of the board.
2. The gross scores in Military Study and Practice. These are given to the personnel adjutant, preferably on *S. A. T. C. Rating Sheets*, by the Registrar.
3. From these data the general officer fitness scores are determined and then a line is drawn by the Commanding Officer and his staff between the officer material and non-officer material.
4. The gross scores in Athletics-Mechanical. These are obtained from the answers of the soldiers as given on the *Special Personnel Record*. A sample set of answers for twenty-five individuals follows.

ATHLETICS—MECHANICAL

Answers given upon Questions 9 and 10

Indiv	Question 9A		Question 9B				Ques. Age				Averals	
	I	II	III	IV	V	VI	VII	10	Crdt.	Prefer		
1 Adler, J. H.	200	0	200	1000	200	20	2	500	0			1 Pil 2 Obs
2 Anderson, G.	800	5	0	10	0	5	1	100	6	1 Pil 2 CA		
3 Ball, J. M.	1800	50	0	50000	0	60	5	800	0	1 FA 2 MG		
4 Ball, R. E.	1200	500	10000	50000	50	100	20	1800	1	1 CA 2 FA		
5 Bailey, E. W.	0	0	0	500	0	10	1/2	3000	0		1 Obs 2 SC	
6 Beach, H. A.	400	0	500	1000	100	30	2	1500	0	1 Pil 2 Obs		
7 Bell, R. L.	1400	100	5	100000	10	5	1/2	1800	1	1 FA 2 Inf		
8 Bennett, M. E.	200	0	100	50	0	0	2	900	0	1 Inf 2 Pil		
9 Bentley, B. D.	2500	100	1000	10000	0	15	2	2000	0	1 CA 2 FA		
10 Bird, A.	200	0	500	0	1000	150	100	700	3		1 Inf 2 MG	
11 Bliss, G. E.	1000	0	50	0	0	14	1	800	0	1 MG 2 FA		
12 Boyd, B. K.	1400	10	200	75	20000	0	0	2000	0		1 Inf 2 CA	
13 Bradley, K. F.	200	150	0	20	0	7	1/2	90	0	1 SC 2 FA		
14 Brown, L. E.	400	0	50	0	500	80	1/2	1400	0	1 Inf 2 Pil		
15 Churchill, T.	1600	0	100	20	5000	5	90	10	1000	1	1 Pil 2 Inf	
16 Clark, E. H.	800	200	100	0	0	21	2	1200	0	1 SC 2 Bal Man		
17 Cobb, F. C.	200	0	50	2000	20	0	1	1500	0	1 Pil 2 Inf		
18 Cohen, A. J.	200	600	100	0	0	60	5	900	3	None		
19 Conway, L.	1000	20	2000	100000	0	10	1/2	1000	0	1 Inf 2 FA		
20 Cooper, E. G.	800	0	800	2000	500	0	0	1500	0	1 Pil 2 Obs		
21 Craig, F. W.	0	0	30	1000	400	200	50	800	0	1 Inf 2 FA		
22 Curtia, N. G.	200	50	5	0	0	0	0	500	2		1 Inf 2 MG	
23 Dabney, O. W.	800	10	0	4000	100	0	0	1200	0	None		
24 Davis, E. L.	600	0	20	0	0	28	10	600	0	1 FA 2 Inf		
25 Dadds, R. E.	200	0	200	50	0	0	5	1400	1	1 Bal Man 2 Pil		

5. The Preference and Aversion scores for the individuals. These are obtained from the answers recorded in Special Personnel Record and are given above for the same twenty-five individuals.
6. Finally the weightings or bids of the different branches of the service. These are to be supplied. Until they are at hand the last step in the calculation of the fitness scores for the different branches of the service is not to be made. On page 296 are illustrative bids. These will be used in the present example.

The above represent the original sources of data. In the example given the original rating sheets of the board members are not shown in order to save space, but the sheet for combining ratings is given below, filled out as the personnel adjutant would fill it out from the separate rating sheets of the board members, including the sheet upon which the military scores are recorded by the registrar and the one upon which the athletics-mechanical scores are recorded by the personnel adjutant.

Problem 1. The answers to questions 9 and 10 of the special personnel record as recorded just preceding, should be combined into a single athletics-mechanical score according to directions on Page 308. The scores resulting are shown in column 6 of the following sheet.

Problem 2. The gross scores given in Military and Athletics-Mechanical should be transformed into 1-5 ratings yielding the ratings as shown in column 3 (1-5 score) and 6 (1-5 score).

Problem 3. To obtain general officer merit scores. This is done in columns A, B, C, D and $A + B + C + D$. Make these calculations and check results. The work

SHEET FOR COMBINING S. A. T. C. RATINGS

Key No.	Names	1	2	3	4	5	6	7	A	B	C	D	A+B+C+D
		Int.	Char.	Mill.	Phys & Ath.	Com.	Ath. Mech.	Scrup.	7	5	4	4	
		123 Av.	123 Av.	Gross Score 1-5 20	123 Av	123 Av	Gross Score 1-5	123 Av	x	x	x	x	Gen. Off. Rat.
1	Alder, J. H.....	4.0	3.3	75 3	3.0	3.0	8 2	3.5	28.0				
2	Anderson, G.....	3.6	4 3.7	70 2	3.0	3.2	10 3	3.3	25.2	28.0			
3	Ball, J. M.....	2.4	1.8	63 1	2 1.3	2 2.3	19 5	3 8.0	16.8	25.2	28.0		
4	Ball, R. E.....	5.0	5.0	84 5	4.2	4.8	25 5	4 3.7	35.0	38.0			
5	Bailey, B. W....	3.7	3.5	77 4	4.0	3.7	5 1	3.0	25.9	28.0			
6	Beach, H. A.....	3.0	2.7	70 2	3.0	2.8	12 3	3.0	21.0	25.9	28.0		
7	Bell, R. L.....	4.7	4.7	88 5	4.2	4.4	16 4	3.0	32.9	35.0			
8	Bennett, M. E...	3.0	3.0	70 2	4 3.0	3 3.0	6 1	3.0	21.0	25.9	28.0		
9	Bentley, B. D...	3.0	3.0	72 3	3.8	3.3	22 5	2 2.7	21.0	25.9	28.0		
10	Bird, A.....	3.0	4.0	69 1	3.7	3 3.0	14 4	3.3	21.0	25.9	28.0		
11	Bliss, G. E.....	3.3	3.0	76 4	3.3	3.7	7 2	3.0	23.1	25.9	28.0		
12	Boyd, B. K.....	2.0	2.0	65 1	2.4	2.7	17 5	2.0	14.0	23.1	25.9		
13	Bradley, K. F....	4.5	3.3	79 5	2.7	3.8	3 1	3.0	31.5	35.0			
14	Brown, L. E.....	3.0	3.5	75 3	4.7	3.7	10 3	3.0	21.0	25.9	28.0		
15	Churchill, T.....	4.3	3.7	76 4	5 4.7	3.0	18 5	3.0	30.1	35.0			
16	Clark, E. H.....	4.3	4.0	76 4	4.0	3 3.3	11 3	3.5	30.1	35.0			
17	Cobb, F. C.....	1.7	2.0	67 1	2.7	2.0	8 2	3.0	11.9	20.0	25.9		
18	Cohen, A. J.....	5.0	3.8	83 5	4.0	4.4	12 3	3.5	35.0	38.0			

Problem 5. After the list is arranged the Commanding Officer and his advisers draw a line above which lie men recommended for officers' training camps. This line presumably will be such as to include in the neighborhood of 30% of the company, but in the illustration shown, it is assumed that the line is drawn between individual 10, Bird, A., rank 18, and individual 8, Bennet, M. E., rank 19. For those above the line, seventeen in number, fitness scores for the various branches of the service are to be calculated. Problem 5 is therefore to give these above-the-line men new 1-5 ratings, indicating the respective fifths of above the line material in which they lie, for the seven traits. First transcribe from Sheet for Combining S. A. T. C. Ratings, column "1 Int. Av.," the average Intellect scores for each of these seventeen individuals and do the same for Character, Physique and Athletics, Command and Scrupulousness. Also transcribe from this sheet column "3 Mil. Gross Score," the gross scores for military and do the same for Athletics-Mechanical. The data are now at hand wherewith to grade the above-the-line men into fifths for each of the seven traits. Do this independently of the sheet here shown and check the results against the gradings given in the 1-5 columns. Note that as there are seventeen individuals to be graded, three should be placed in the first fifth, four in the second, three in the third, four in the fourth and three in the fifth.

If the individuals having the same average scores are to be placed partly in one fifth and partly in another in order to secure the proper numbers in each fifth, those having the highest general officer ratings are placed in the higher fifth. For example, individual 16, Clark, E. H., and individual 10, Bird, A., both score

4.0 in average grading for character but only one of them is wanted in order to complete the number, three, who are to go in the highest fifth. Clark, E. H., is placed in the highest fifth and Bird, A., in the next fifth below, because their general officer merit scores are 82 and 60 respectively.

Problem 6. These new 1-5 ratings for the above-the-line men are then transcribed to individual record cards, which should already have upon them general officer merit scores and allowances for preferences and aversions. Then calculate fitness scores for the various branches. In this example assume the bids or weights given on Page 296. Check results against the recorded results below.

FITNESS SCORES

INDIV.	INF.	F. A.	PILOT	Obs.
Alder, J. H.....	185	200	145	260
Anderson, G.	205	210	280	285
Ball, R. E.....	480	500	465	480
Bailey, E. W.....	370	325	280	250
Bell, R. L.....	490	500	425	390
Bentley, E. D.....	145	200	245	110
Bird, A.	130	210	285	255
Bliss, G. E.....	205	220	170	145
Bradley, B. W.....	320	320	190	260
Brown, L. E.....	345	275	345	205
Churchill, T.	330	340	460	355
Clark, E. H.....	350	350	370	420
Cohen, A. J.....	475	465	430	475
Cooper, E. G.....	235	255	385	265
Craig, F. W.....	395	375	250	340
Curtis, H. G.....	195	260	245	310
Davis, E. L.....	260	270	185	160

PROCEDURE FOR INDUCTING MEN FOR REPLACEMENT INTO S. A. T. C. UNITS

Soon after October 1, the date at which the several student bodies at collegiate institutions were inducted into S. A. T. C., vacancies began to occur. A plan was developed by the Committee on Education and Special Training for admitting into S. A. T. C. units as replacements. The plan printed was adopted Nov. 6, 1918.

Boards of Admission

The examination, admission and assignment of all applicants for entrance into Section A of the Students' Army Training Corps will be in the hands of Boards of Admission. One such board will be located at each institution maintaining a unit of Section A.

The board at any institution will recruit for the unit of the Students' Army Training Corps at that institution, and will also examine all applicants that apply to it and pass upon their qualifications for admission to the Students' Army Training Corps generally.

Constitution of Boards of Admission

The Board of Admission will consist of five members; viz: the Commanding Officer or an individual (civilian or officer) chosen by him, the personnel adjutant in charge of ratings and tests, and three members of the faculty or administrative staff to be appointed by the head of the institution.

Executive Secretary

The personnel adjutant will be the executive secretary of the board and perform such functions as may be delegated to him by the board.

Receipt and Inspection of Forms of Application

Each board will receive applications on standard Forms A and B obtained by the applicant from it or from local sources. (These forms are attached to circulars of information which are widely distributed to colleges, postmasters, and other agencies.) The board will review the information presented on the application form. It will then decide whether the qualifications of the applicant entitle him to a personal examination and notify him of its decision, using Form C for this purpose. If the applicant is judged to be qualified for personal examination he will be notified of the date at which he should appear before the board.

Personal Examination of Applicants

The personal examination of the applicants should, whenever possible, include an interview conducted by the board itself or by a member or members whom it may designate. If the number of applicants is too great to be interviewed conveniently by members of the board it may appoint other persons to conduct interviews, but such persons must act by the authority and under the instructions of the board and the board itself must be responsible for the decisions made.

Upon appearing before the board the applicant is examined as to his schooling, experience and other general qualifications. In addition he is given the Army Intelligence Test which is given generally to soldiers in the United States Army. The tests will be given to applicants by such person or persons as the board may designate and will be conducted and scored in accordance with the instructions which will be sent to all boards of admission. The test materials to be used and the keys

for scoring will be supplied to the executive secretaries of the rating boards. The scores attained by each applicant will be entered upon his application card.

In addition to the application card the board of admission may require the candidate to file such additional information as it may choose. Any such additional information may become a part of the records of the institution.

Basis of Eligibility

The board will decide whether the applicant is eligible or ineligible for admission and will record the decision on the application form. In reaching this decision the board will review all the information obtained from the applicant, giving each item such weight as it may elect. A board may, at its discretion, set up a schedule of minimum requirements, making due allowance for the compensating values of different qualifications. For example, achievement in business or vocational lines demanding intelligence may be used to offset deficiencies in formal schooling. Each decision, however, rests entirely with the local board.

Selections will be made so as to secure as far as possible the best available material from the point of view of ability and maturity, but without explicit reference to the usual college entrance requirements and ordinary academic rating system. In no case will the board admit an applicant unless satisfied that he is qualified to pursue some one of the courses conducted by the institution.

Professional Courses

In case the applicant desires to enter courses of study which by their professional nature require advanced and technical preparation the institution is at liberty to apply

its established academic requirements in addition to considering the applicant's general qualifications as outlined above.

Notification of Applicant's Failure to Qualify

Each applicant who has appeared for examination and has been found ineligible should be promptly notified of this decision. No reasons will be assigned. His application should be kept and filed together with the memorandum stating the basis of rejection.

Filling Vacancies in a Local Unit

It is expected that in general soldiers twenty years of age will be withdrawn from the local units at the end of December, 1918, those of nineteen at the end of March, 1919, and those of eighteen at the end of June, 1919. The needs of the service will cause the withdrawals of some soldiers in these various groups before the end of the respective quarters.

A board may fill vacancies in the local unit occurring within a quarter if it desires to do so. It is expected to make every effort to fill vacancies occasioned by the withdrawals at the end of the quarter. If, however, it does not succeed in securing sufficient eligible candidates to fill such vacancies it should notify the District Office, which will undertake to fill such vacancies from the surplus of eligible applicants in the district.

Reporting the Surplus to the District Office

If any board has an excess of eligible applicants above the number required to fill the places of those to be called at the end of the quarter it shall forward to the District Office the applications and accompanying papers of all such surplus eligibles. These papers should

be forwarded not later than two weeks before the end of the quarter. The District Office will assign such applicants if possible to fill the deficits at other units and will notify the applicants of such assignments, giving the name of the institution and the date of induction.

FORM A.

This certifies that I examined.....
 (Name of Applicant)
 on.....and consider him qualified for Full
 (Date) Limited
 (cross out proper word) military duty.

 (Date)

 (Name of Examining Physician)

FORM B

(Typewrite or Print Clearly in Capital Letters)

Name in full.....
 (Last name, first name, middle name)
 Age: years, ...months.
 Date when registered under Selective Service Act.....
 Local Board..... Serial Number..... Order Number.....
 Address....., ...
 Number and Street) (Town) (State)

APPLICATION FOR ADMISSION TO STUDENTS' ARMY TRAINING CORPS

NOTE.—Examining Boards are instructed that the accuracy, legibility, and completeness of this application will be taken as evidence of applicant's intelligence and accuracy.

Any misstatement in this application discovered before admission will be ground for denial of the application; and if discovered after admission, will be ground for disciplinary measures.

To BOARD OF ADMISSION, STUDENTS' ARMY TRAINING
CORPS UNIT AT.....

.....For list of Boards of Admission
to which application can be made
 see Circular of information furnished herewith.

I hereby apply for admission to the Students' Army Training Corps in the unit of the Corps at.....

I certify that I am duly registered under the Selective Service Act and that my serial and order numbers, my name, age and address are as above written.

I am a.....

(Native-born or naturalized) (Give date of naturalisation)

citizen of the United States, (or, I am an alien and a citizen of).

I was born in.....

(State and Country)

Height, ...feet, ...inches.

I hereby declare that I have read carefully and understand the Circular of Information (Dated November....., 1918) and I understand that my application is subject to approval or disapproval.

I further understand that if admitted to the Students' Army Training Corps I may be assigned to a unit other than that for which I specifically apply, if there are no vacancies in the unit which I desire to enter.

I agree to report for personal examination at my own expense and when summoned to do so, and if my application is approved, report for induction at such time and place as may be desired.

I have been physically examined by Dr..... of....., whose certificate on Form A is herewith enclosed.

QUALIFICATIONS

Mental Training. (Mental training ordinarily results from study in educational institutions or study at home, or from dealing with technical problems in industry or business. Enter names of educational institutions, statement of independent study, nature of mental work done, etc., on separate lines, briefly describing character of work done.)

Grade	School	In what year or years?
.....		
.....		
.....		
.....		
.....		

Remarks:

.....

Military Experience. Nature of organization (for example, United States Army, Cadet Corps, Civilian Training Camp, etc.).

Grade	Organization or Institution	In what year or years?
.....		
.....		
.....		
.....		
.....		

Responsibility or Achievement. State the nature of the most important responsibility or achievement to which you have attained. (E. g., personal or home responsibilities, athletic leadership and business advancement or responsibilities.)

.....

Religious Preference. (It is desirable for purposes of assignment but not obligatory to fill in this blank.)

Business or Vocational. (State work done for pay, and nature of work after age of fourteen.)

Nature of Work	In what year or years?	Weekly pay received
.....		
.....		
.....		
.....		
.....		
.....		

Athletic Experience. (State what sports you have engaged in and what teams you have played on.)

.....
.....
.....
.....
.....

Sponsors' Certificate. *By two citizens.*

The undersigned hereby certify that the above named applicant is of good moral character, and that we believe the statements made by him in the within application are correct.

Name

Address.

.....
.....
.....

(Place)

The foregoing was signed in my presence, and the correctness of the statements therein were sworn to before me this..... day of.....

.....
(Signature of Applicant)

.....
(Signature of Notary Public)

(The final signature of the applicant should be made in the presence of a Notary Public.)

(The applicant should make no entries below this line)

Rating in Intelligence Test.....File No.....

(Date).....

(Signature of Secretary)

Applicant eligible for admission.
not eligible for admission.

(Date).....

(Signature of Secretary)

In case the applicant is found eligible but cannot be assigned because no vacancies exist, the Board of Admission should sign the following statement:

The above applicant was found eligible for admission to

.....ON.....
(Institution) (Date)

but could not be admitted on account of lack of vacancies.

FORM C

.....
(Institution)

(Place and Date)

You are hereby notified that your application for examination to enter the Students' Army Training Corps at.....

(Name of Institution)

has been received.

You will appear for personal examination on.....

(Date)

at.....at.....

(Hour)

(Specific Address)

If you have available credentials relating to your High School credits it will be desirable to bring them.

FOR THE BOARD OF ADMISSION,

.....
(Name of Secretary)

VOCATIONAL TRAINING DETACHMENTS

(S. A. T. C. SECTION B)

For the vocational section of S. A. T. C., no general plan for selecting for enlistment or promotion was

worked out by the Committee on Classification of Personnel. The personnel methods used in Section B were, however, much influenced by the Committee's work. They followed the standard terminology and symbols of the "Trade Specifications," the classification into apprentice and journeyman, and the analysis of the rating into separate qualifications.

The Soldier's Qualification Card (CCP-1) was not used in Training Detachments, but "EST-21" for use by the Institutions was substituted. (See Figs. 40 and 41.) This card carried on its reverse a form for keeping the school record of the soldier. This card did not go with the soldier. The information recorded on the card was obtained by an interviewer, and an effort was made to apply simple tests (not Trade Tests) to the soldiers on their receipt by the Unit.

On leaving the Unit, each soldier received an Army Training School Certificate. (See Figs. 42 and 43.) From this card, entry was made on CCP-1 when the soldier was interviewed on coming to an Army Station from the school. Then, for the first time, the soldier was recorded on CCP-1. Had the war continued the CCP-1 cards would have been made out in the Units, as they were being supplied with trained personnel adjutants.

The soldiers on the Training Detachments were received direct from Local Boards. They were not always carefully selected, as they would have been had they been sent to schools from Depot Brigades where the Army classification system was in operation.

With the hope that the soldiers might later be sent to Training Detachments from Depot Brigades, the Committee on Classification of Personnel prepared a test

Form 537-21 (for use by Institutions)

REGISTRATION AND RECORD BLANK S. A. T. C. VOCATIONAL INSTRUCTION

Name of Institution _____									
Name		Last Name		First Name		Middle Name		Married or Single	
Home Address		Street No. or R. F. D. _____							
City or Town		State		County		Age at Matriculation		Date	
Born		Place		Day		Month		Year	
In Case of Accident Notify		Name		Street No. or R. F. D.		City or Town		County	
EDUCATION									
Elementary and Secondary	Name and Place	No. of Years	Graduate Yes	Date Finished	Higher and Technical	Name and Place	No. of Years	Graduate Yes	Date Finished
Common School					College or University				
High School					Technical College				
					Trade, Business or Night School				
EXPERIENCE									
Main Occupation: _____ Just what did you do: _____									
Ex.—Mechanic, salesman, farmer									
DETAILS OF EMPLOYMENT (show most recent occupations first)									
Name of Firm	Address	Character of Duties				Dates Employed From To		Weekly Wages	
Signature of Examiner: _____									

FIG. 40

Vocational Record Card (Actual size 5x8 inches)

[illegible]

FIG. 41

Reverse of Vocational Card

2 **PRINT CLEARLY** **TO BE RETAINED BY SCHOOL**
WAR DEPARTMENT—ARMY TRAINING SCHOOL CERTIFICATE

SCHOOL _____ **LOCATION** _____
NAME _____ **MAIN CIVIL LIFE OCCUPATION** _____
PERMANENT ADDRESS _____ **FROM GED—** _____
NO. _____ **STREET** _____ **CITY** _____ **STATE** _____

COURSE _____ **STARTED—DATE—FINISHED** _____

TRADE RATING IN SCHOOL COURSE				GENERAL RATINGS BY THREE OR MORE INSTRUCTORS									
A-APPRENTICE		J-JOURNEYMAN		B-HIGHEST		A-HIGH		B-MIDDLE		C-LOW		D-LOWEST	
TRADE SUB-DIVISION	SYMBOL	RATING		MECHANICAL ABILITY		SPEED		REQUIRE-FULNESS		PERSONAL QUALITIES		INSTRUCTOR'S INITIALS	
MAIN		A											
END BEST		A											
END BEST		A											
IF NOT RATED, STATE REASON				PHYSICAL RATING									
SIGNATURE				REMARKS									

SUPERVISOR _____ **[OVER]**

FIG. 42

MILITARY RATING

This soldier has had 15½ hours weekly of military training, including close order drill, interior guard duty and ceremonies, during a period of weeks from....., 19....., to , 19.....

He was a
 (State Grade: Private, Acting Corporal, Etc.)

He is recommended for
 (State Private or N. C. O. Grade)

Remarks:

Signature

Rank
 Commanding

[OVER]

FIG. 43

to select promising material. This was intended for use where the soldier possessed no previous trade experience. It is called the "General Elementary Trade Test" and consisted of one hundred questions on different trades. By using this test, it would have been possible to select

men with some leaning toward vocational training. In selecting men, it would have been used only if the supply of men partly trained in trades taught in the schools had been so reduced as to force the Army to enter on the training of novices in the Training Detachments, in order to increase the supply of skill.

CHAPTER XIV

DEMOBILIZATION

When the War Department commenced demobilization shortly after the signing of the Armistice, the detail work of the discharge of officers, enlisted men, and organizations was placed under the supervision of the camp or station personnel adjutant, and the preparation and disposition of records pertaining thereto was added to the routine of the personnel office. In reality, it has constituted merely a reversal of the mobilization machinery, and the new problems connected with this reversal were made the subject of demobilization instructions which are still in a state of change.

As this volume was prepared as an operating manual for personnel work as of November 11, 1918, and was in press while the process of demobilization was still in its development, it is not feasible to include within the scope of this manual the details of this subject—details which will be out of date by the time of publication.

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